VILLAGE OF MARGARETVILLE

COMPREHENSIVE LAND USE

AND

ACTION PLAN

Prepared by the Village of Margaretville Comprehensive Plan Committee:

Kent Brown – Chairman

Joan Lawrence-Bauer
Iris Mead
John Riedl
David France
Gary Rosa
Henry Friedman
Cathy Hinkley
Dorothy Maffei

William Stanton, Mayor

Iris Mead, Trustee
Fred Miller, Trustee
Karen McMurray, Village Clerk
John Van Benschoten, Trustee
David Budin, Trustee

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With the assistance of:
Ann Ruzow Holland, Community Planning Advisor

ANN RUZOW HOLLAND
Harmonizing Communities & Landscapes Through Planning & Revitalization

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CHAPTER ONE: INTRODUCTION

I. The Comprehensive Planning Process (or why we are here)

In 2006, the Village of Margaretville, its Mayor and Trustees decided that a comprehensive strategic community planning process should be undertaken in order to provide a framework for future development and to assess community needs in the Village of Margaretville. A Comprehensive Plan is also an important legal document for a community to possess as a legal foundation for the Village's land use laws.

An engaged, enthusiastic and active citizenry participated in the development of the Comprehensive Plan. From the onset, the Village encouraged the participation of all interested groups in the community and invited them to the table throughout the planning process. A Comprehensive Plan Committee was formed from these interest groups and acted as the steering committee for the process, facilitated by a professional planner who provided advice, guidance, direction and writing services. Together they collected existing studies and data, inventoried and analyzed existing conditions, surveyed and interviewed the community, evaluated future trends, and ultimately made recommendations that support a plan of action to move the community forward over a fixed period of time.

Plan Document

- *Sums up the process and results*
- *Sets an agenda for the Village*
- *Prioritizes recommendations for the next ten years*
- *Provides a blueprint of actions that groups can cite in their grant applications*
- *Provides the legal foundation for the Village's land use laws*

Comprehensive Planning Process

- *Community Inventory*
- *Citizen Survey*
- *Public Concerns and Issues*
- *Existing Conditions, Studies & Reports*
- *Community Visions*
- *Analysis and Evaluation*
- *Recommendations*

The community participated in establishing a vision of the village, providing continual input and review of the draft Plan. Each time public meetings were held, they were well attended. Community members contributed thoughtful comments and suggestions and were very committed to the vision and goals of the process. This is crucial. Scholarly and professional literature suggests that successful community efforts at "follow-through" are built upon a committed, enthusiastic, motivated and engaged citizenry. It is hoped that the community will monitor and help implement the plan of action that can make their vision happen.[64]

II. A Brief History of Margaretville[81 & 82]

The Village of Margaretville in the Town of Middletown, Delaware County, New York lies in the central region of the Catskill Park. The village's story parallels the history of the early United States as a whole. Hundreds of years before the first European settlers, the Leni Lenape People made perennial encampments in this scenic mountain valley because of the excellent

hunting and fishing resources. Historically all the area's inhabitants owe their fortunes and challenges to its location nestled in the middle valley drained by the Hudson, Delaware and Susquehanna rivers.

The first European settlers were from Holland and arrived in what is now called Margaretville in 1763. They, like the Leni Lenape, saw the beauty of the land and the advantages provided by the rivers and forests. There were many conflicts between the Europeans and American Indians with the native people successfully driving the settlers away until after the Revolution.

Upon their return the settlers quickly made use of the rivers with a water-powered mill established in 1784 on the Delaware River's East Bank. The mill provided a hub around which the community would grow. By the 1840's the village was a small, self-sufficient hamlet with shops, a post office, hotels and a supply depot for the surrounding area and was called Middletown Center. In 1850 the name of the hamlet was changed from Middletown Center to Margaretville in honor of Margaret Lewis, a descendant of one of the earliest European landholders in the Hudson Valley and Catskills, Robert R. Livingston.

The arrival of the Ulster and Delaware Railroad in 1871 strengthened the rural community's connection to the large New York City market by providing another mode of transportation for goods to the city. Soon after, Margaretville became one of the state's leading dairy producing regions, even designated by the state for a time as the most lucrative dairy exporter. Also during the first part of the 20th century Margaretville became the center of the cauliflower industry in the Catskill Region. One of the oldest settlements in Delaware County, the village was formally incorporated in 1875.



Village of Margaretville Circa 1960
Note the amount of tree cover and shade trees in the Village.
Source: Village of Margaretville Comprehensive Plan Committee

Like all communities, Margaretville must ride the tides of time and nature's whims. Throughout the village's existence the natural beauty and character shaped by the mountains and rivers has lured both annual migrations of visitors as well as weekend getaway tourists. Before the 1950's, when few village economies in Delaware County were doing well, Margaretville was booming. Large hotels dominated the landscape. However things began to change in the 1950's. The designation of the area as part of the New York City watershed and the construction of the Pepacton Reservoir have had a major impact on the region, flooding major farm lands and

causing the depletion of population and a business bust. The rivers, always an influence, demonstrate their wrath from time to time by damaging the village by flooding, most recently in 1996 and 2006.



Village life can be bucolic and sociable, showcasing nature and the built environment in compatible ways.
Source: Village of Margaretville Comprehensive Plan Committee.

While the decline in farming at the end of the 20th century necessitated adjustments in the lifestyles, economy and character of rural farming communities, the Catskill Region saw an increase in second-home purchases by residents of New York City and its suburbs seeking rural respite. Because of its natural beauty and character, the Village of Margaretville continues to be a desirable draw. Many of those second-home owners have become full-time and weekend residents; and they have been followed by a growing tourism interest in the Village and surrounding area. Margaretville provides a cultural and business hub for the surrounding towns, villages and hamlets and would like to continue to function as this center. Today, the Village of Margaretville represents old and new perspectives brought by newcomers and old-timers; the historic and modern in its buildings, people, community and character. It carries off this balanced role with panache and grace.

III. Community Profile[85]

To understand a community's sense of place, familiarity with its history is vital. To retain the character and qualities unique to the Village of Margaretville, the conditions present in the community need to be examined. A starting point is the Community Profile summarized in this section and detailed in the appendices with supporting documentation.

Demographic Trends

The most remarkable trends in population in the Village of Margaretville are the increasing numbers of older residents and the decline of the 18-34 age groups[84]. According to the 2000 United States Census, the median age in Margaretville is 50 years old and there is a significant number of residents 75 years and older[84]. Further supporting the Census data, the Waverly Market Study's[9] findings indicated the portion of the population with the most rapid growth is residents 85 years and older. Twelve percent of the population of the United States is 65 years and older, while that age group makes up 34.8% of the Margaretville population, according to the Catskill Water Discovery Center Report of 2006[61].

Another interesting trend in the Village of Margaretville is that a higher proportion of grandparents are primary caregivers than in most of New York State[84]. Out of 16 families who had grandparents in residence with children under the age of 18, 13 families consisted of grandparents who were the primary providers.[84] This trend in the number of aging residents and the increasing importance of their roles as caregivers in households with children may underscore the necessity of awareness of the needs for access to healthcare, assisted living facilities, nursing homes and organizations for fitness and social interaction. Conversely, the decline of the 18-34 age group must be kept in mind to see what needs are not being met, such as the possible lack of sustaining employment for young people after high school and college.

In the United States there has been a decline in household size since 1960.[84.] This is due to sociological factors such as the trend for smaller families, fewer extended families, greater numbers of divorces and single parents, increased longevity yielding more elderly, and one and two person households.[9 & 61] While Margaretville is not an exception in the size of households, the Catskill Water Discover Center Report estimates the number of households will increase by 2.7% in five years. The Report's authors postulate that this increase is "*indicative of the increase in second homes or retirement homes, as well as the overall decrease in household size due to empty nesters*."[61] The Delaware County Health Department reports the Town of Middletown's, (in which Margaretville is located) growth rate increased by 18.9 percent in the period between 1990 and 2000. This is in comparison to Delaware County's rate of 1.8 percent and indicates significant growth, housing turnover, migration and changes in demographics.[87]

Our community has full-time residents, weekend residents who run the gamut from splitting time between here and another location, winter weekenders, full-time summer residents, "snow birds" who go south for the winter, and regular and occasional tourists. This diversity strengthens and challenges the community. It also challenges us to collect data that would be helpful for balancing the needs and values of newcomers and long-time residents in regards to the character of their village.

The diversity of the population is changing because of in-migration of various ethnicities into the region. Margaretville Central School reports an increase in the Latino population from 9.8 percent in 1999-2000 to 14.2 percent in 2001-2002.[87] Margaretville Central School's dramatic change in racial composition and rate is distinctive in Delaware County.[87] The cultural and ethnic landscape of Margaretville is rapidly changing.

Education

In keeping with Margaretville's role as a hub for the area, Margaretville Central School serves the Villages of Fleishmanns and Margaretville and the Town of Middletown, as well as parts of the Towns of Andes, Bovina, Roxbury, Lexington, Halcott, Hardenburgh and Shandaken. The School provides a full complement of courses, including college courses from SUNY Delhi as well as college courses in English, U.S. History, Pre-calculus and Calculus and Science, taught by the staff. Students are engaged in community projects. The school is involved with the Empire State Partnership and the Open Eye Theater, a local theater arts group. There is a large art curriculum.

Margaretville Central School is well integrated in the community, which turns out to support the sports teams, arts and other activities. The School and community also work together in the CROP Summer and Afterschool Enrichment Program. In keeping with the community's goals for general well being, the school currently focuses on wellness through nutrition, awareness, physical fitness and healthy lifestyles.[69] It interacts with the community and the nation for events. For example, Margaretville Central School participated in a nationwide event to support after school programs by holding fundraisers such as Movie Day. In true community involvement, the movies were donated by a local video store.

The United States Census shows that 75.5% of the residents have obtained their High School diploma or a higher educational degree, 11% have completed an Associate Degree and 5.4% a Bachelor's Degree.[84] For high school graduates who are wishing to continue their education there are many colleges and universities located within a 60 mile radius of the Village of Margaretville, including SUNY campuses, private colleges and community colleges.

Well Being and Social Capital

Some of the most difficult components of a community to measure, and the most abstract, are the conditions that make life, happiness, and satisfaction possible. Beyond the more tangible possession of material goods, the availability for social interaction plays important roles for the happiness and satisfaction of individuals and thus a happier community. Social interaction through events, organizations and resources blends both "Well Being" and "Social Capital". Social Capital refers to the strength of shared values in a community. That strength comes from trust between the residents, neighbors and their community resources. Ideas, experiences and even differences can be shared at community events and organizations, building trust and common values.

The Village of Margaretville has numerous opportunities for social gatherings through the variety of churches, organizations such as the Rotary, Catskill Women's Network, Boy and Girl Scouts, the American Legion, youth soccer and community-wide events such as the Cauliflower Festival, the Margaretville Fire Department Field Day, Street Fair and the Margaretville Memorial Hospital Antiques and Flea Market.

Community-wide events celebrate, educate and provide opportunities for interaction between the generations, which is particularly important considering the trends in age groups. These events promote Margaretville's small town appeal and concern for the protection of its natural amenities, helping to bring the community together and preventing the exclusion of outsiders. The Village has a variety of venues for public events, including the newly built Margaretville Village Pavilion and the Amphitheater, but these venues are underused.

In another means of measuring quality of life, two sociologists at Cornell University suggest that happiness and satisfaction are tied to longevity and access to healthcare facilities. These factors can be indicated by percentages of doctors and nurses, death rates (aggregate) and crime rates (homicide). The numbers of medical doctors per 10,000 residents in Delaware County is 10.6 and number of nurses is 90.9, compared to a very urban area, such as Kings

County in New York City, which has 16.1 doctors and 58.5 nurses. The numbers of homicides per 100,000 residents in Delaware County is 0 and deaths (aggregate) are 590.3, compared to Kings County with 10.8 homicides and 444.1 deaths. In the absence of other measurable indicators, when compared to an urban area, rural Delaware County measures very well with respect to measures of quality of life, such as percentage of nurses, homicide rate and death rates, indicating that by the Cornell approach, Margaretville is doing rather well.

Health

Available healthcare is an indicator of well being, an important public service and driver of the local economy. The Village of Margaretville again is a hub for the local area. The Margaretville Memorial Hospital "is the doorway through which communities in the western Catskill Region gain access to quality healthcare."[71] The Hospital provides medical and some surgical services, 24 hour ambulance service, an acute care and emergency room, family health care centers, visiting specialists, state-of-the-art imaging services and others. Long-term care is available through the sister facility, Mountainside Residential Care Facility. As the demographics of the region continue to change; population age, seasonal and weekenders retire or spend additional time in the Margaretville area, there will be implications for the health care delivery system. According to the Delaware County Health Department, a survey of second home owners indicated that one-third of respondents intended to retire to their vacation homes. As a result, demand for fire, emergency medical, public health, human and primary/acute health care services will dramatically increase.[87]

The Catskill Connection for Health and Wellness found there was enough interest to publish and distribute a guide to holistic and natural health practitioners in the Margaretville area. The guide directs people to the closest services such as natural food stores, practitioners of acupuncture, chiropractic and traditional Chinese (herbal) medicine, as well as yoga and meditation classes.



Buildings such as this give Margaretville its authentic and unique flair.
Source: M-ARK

IV. One Vision for the Village of Margaretville

The Village of Margaretville

is a charming

commercial, social and cultural hub

for the surrounding areas.

Its full-time and part-time residents care deeply

about each other and

honor the tradition of welcoming visitors.

The Village of Margaretville

offers ample opportunities for

healthy, peaceful living

in a quiet but vital country setting

that we are

all proud to call home.

CHAPTER TWO: OUR ECONOMY AND COMMUNITY AMENITIES

Margaretville Today[85]

Commercial Revitalization

Historically, the Village of Margaretville has served as a commercial hub. Despite changes in needs and types of goods and services offered, it still serves as such a hub. Through the formation of a Comprehensive Plan Committee, in January 2007, visioning sessions, and the Public Forums in October 2007, the residents have demonstrated an intentional desire to retain, sustain and improve the Village's role in the region and for its residents. Developing and keeping businesses has been the declared number one priority since the initial meeting of 2006.

There are conditions that must be addressed for success in developing and keeping businesses. Among the issues that may interfere with businesses and their customers and employees are traffic congestion and a lack of parking on or near Main Street. While many businesses owners have a vested interest in the community, communication is weak between businesses. The area's successful farmer's market is not located in the Village. Some of the buildings need repair, particularly the rear facades. Commercial rental costs are a deterrent for encouraging start-ups or supporting adequate sales levels. Absentee landlords may be a factor in rent costs and building conditions. The issue of non-retail use of the limited square footage has been noted in the Community Forum[35] and the Catskill Corridor Study[32] as a concern. On a wider scale, Margaretville isn't taking advantage of collaborative tourism marketing opportunities as it should.

While there is an overall trend of decline in sales among business owners in the Catskill area,[32] Margaretville has much in place that will serve the community well to revitalize its economy. The Central Catskills Chamber of Commerce is active and works with other individuals and organizations to promote the economy. The Catskill Corridor Study is a resource document still relevant to the businesses of Margaretville, Arkville and the connecting section of Route 28. For example, this study indicated that almost 88% of the business owners consider themselves to be local residents.[32] As residents, the business owner's concerns go beyond their individual businesses to the community. The purchase and potential redevelopment of the A & P property are expected to have positive impacts on downtown.[37] One of the Village's greatest assets is its small town ambience, rural character and lack of strip malls. The majority of buildings are in good condition and retain much of the original architectural details,[8] generally presenting an attractive location for businesses and consumers alike. The M-ARK Project has obtained New York grants for façade improvements for businesses.

Innovative and Creative Economy

Margaretville has cultural and innovative assets for economic development, but they are neither well documented nor well understood. The Village of Margaretville and the Central

Catskills Chamber of Commerce have excellent web sites. The influx of innovative and creative second home and weekend visitors from the New York City metropolitan area provides an important source of creative and investment capital, specifically, the many individuals actively involved in arts, design, film, and media who have been drawn to the area. The Open Eye Theater Arts Assessment Project is a comprehensive inventory of arts and cultural organizations for the Middletown region.[21]

Employment

Margaretville is fortunate in its proximity to adjacent employment opportunities in larger towns and cities.[36] As the hub of the area's health care, public education and an attractive resource for recreational activities, Margaretville is home to two large employers (Margaretville Memorial Hospital and Margaretville Central School) and a third is located nearby (Belleayre Mountain Ski Center). Wages tend to be lower, which can help attract businesses, but can be a challenge for sustaining households. The decline in the 18-35 age groups, according to the 2000 Census, suggests lack of employment for high school and college graduates and insufficient social amenities. Margaretville also shares with other rural areas the difficulty in recruiting and retaining medical professionals.

Housing

Margaretville is dominated by older, single family homes that are owner occupied. Affordable housing choice presents a problem due to a complex and rapidly changing housing market. A limited amount of apartments and single family housing available creates subsequent difficulties for moderate and low income households, young families and first-time home buyers. The trend of second home, seasonal and recreational home ownership causes a shortage of rental properties and drives up the costs of housing.[9] Forty-seven percent of renters in Margaretville are overburdened, paying too large a percentage of their incomes for housing.[9] The combination of limited housing stock and rising property values will continue to make affordable housing problematic for low and moderate income residents and community housing choices necessary to support the local workforce.

Cultural and Historic Resources

The Village of Margaretville honors its cultural and historic resources and has undertaken efforts to preserve and promote them. One of the means undertaken to protect historic resources is the inventory of historic properties and nominations of properties to the National Register of Historic Places. While many of the buildings retain their architectural designs,[8] other historic buildings are in need of repair or restoration.[35] The historic nature of the buildings as well as the Village's history are being carefully considered through previous design and façade renovation programs. The Historical Society of the Town of Middletown has developed brochures for a historically-oriented walking tour of the Village.

Culturally, Margaretville is striving to enhance art-based community development by supporting the growth of arts and historic institutions.[17] Efforts are underway to reopen the historic Galli-Curci Theater, which has recently been added to the National Register. The

Margaretville Village Pavilion provides an excellent location for cultural events. The Open Eye Theater, including its interaction with the public school, provides cultural opportunities.

Recreation

The Village of Margaretville is beautifully suited for outdoor all-season recreation. It is located on the border of the Catskill State Park and is easily accessed by main routes. Within the Village, its streams, trails, and parks, as well as nearby ski centers, provide a variety of recreational opportunities for families and individuals. It is also surrounded by communities that provide further indoor and outdoor recreational amenities. The value Margaretville places in its role as a recreational resource is demonstrated in its re-development of access points and improved landscaping of the Village Park and ball field and the care and planning of the Margaretville Village Pavilion.



Village Park Site before Pavilion Project
Source: Village of Margaretville Comprehensive Plan Committee



Newly Completed Margaretville Village Pavilion replaced the earlier buildings
Source: © Michael Moran

***A Vision for our economy and community amenities*:**

Margaretville's diverse community supports:

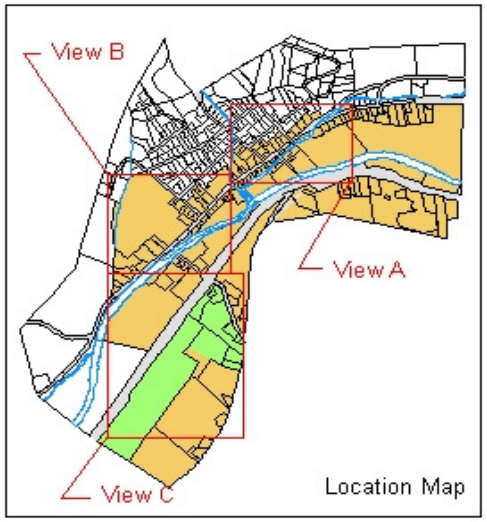
- An appropriate housing mix for all income levels
- Respect for historic properties
- Design guidelines for all properties

Margaretville's four-season business district:

- Is filled to capacity with a rich diversity of retail businesses
- Has ample parking
- Has sidewalks, parking lots and parks awash with color and art, benches and greenery
- Offers shopping opportunities that complement its mix of cultural and recreational resources
- Capitalizes upon its strategic location at the intersections of State Highways 28 & 30
- Provides an information infrastructure where residents and visitors can access and enjoy everything the village has to offer.

Margaretville's economic, housing, health, recreation and cultural sectors are deliberately integrated because the people and government of the village all work together on a regular basis to communicate about and coordinate their projects.

As a result of that cooperation, Margaretville's physical and cultural environment mesh well for both the visitor and resident, making the quality of life in the village very pleasurable and distinctively satisfying.









Village of Margaretville
Aerial Photographs

Legend

Zoning Districts
- Business
- Industrial

Parcel Boundaries

Water Course

Roads

Aerial Photo Date: May 2007

Creation Date: February 28, 2008
Produced by the
Delaware County Planning Department GIS

I. Revitalizing Commercial Activity

The commercial revitalization goals for Margaretville include:

- *Maintaining an economically viable and vibrant Main Street that caters to a broad variety of consumer markets.*
- *Developing Margaretville's reputation as a year-round destination.*

Recommendations:

Adopt a community-wide mind-set that Main Street revitalization is an ongoing, dynamic process that involves complex individual strategies woven together and implemented by many organizations and people working in the same direction over time.

Create a Main Street Management Plan that reflects a desire for a welcoming business climate and a downtown that appeals to the variety of people and keep prices affordable for everyone- recognizing that this does not happen by accident, but by design.

Buy in is required: A greater level of intensity, involvement and engagement in the retail economy and Main Street life of the central business district are essential.

- ✓ Implement a business survey to determine the needs of the business owners and find out if the misconceptions identified in the *1991 Catskill Corridor Study* in areas such as customer base, still exist or if they have changed.

Spread the word - loud and strong - BUY LOCALLY, BUILD CAREFULLY, CELEBRATE OUR VILLAGE, AND ROW THE BOATS IN THE SAME DIRECTION!

- ✓ Develop an ongoing public face and communications mechanism for our community values and efforts using local and regional media to educate and encourage all local stake-holders.
- ✓ If necessary, create additional organizations or spin-off task forces and ad hoc committees that focus on particular issues or projects. These can also serve to bring together new talent and leadership to grow the social capital in the Village.

Direct travelers off the highway and into downtown.

Signage should direct people towards Main Street and off of Route 28.

- ✓ The purpose of this should be to divert through traffic from Route 28. Signage for parking should let shoppers know that parking and Main Street are both accessible.
- ✓ The community and the Village should evaluate business signage in a comprehensive manner, sign by sign and street by street, including DOT directional and interpretive signage as it relates to conducting business in the village. If it does not work, replace it.[8]

Give travelers a reason to leave the highway, disembark from their cars and spend money.

Identify and develop complementary retail and tourism support services that, if implemented, can provide the variety of activities to satisfy the traveling public. According to the Shifflet Market Study, the top five activities that travelers visiting the Catskills engage in are: sightseeing, dining, shopping, hiking/biking and entertainment.[61] Provide a one-and-one-half to six-hour window of time in and around Margaretville surrounding these activities so that Margaretville is their secondary destination. This Comprehensive Plan includes recommendations in various places (Green Infrastructure, Recreation, Signage, Land Use, Creative Economy, Public Facilities etc.) that, if implemented, can provide the variety of activities to satisfy the traveling public.



Route 28 entranceway to Village of Margaretville.
Attractive incentives to exit the highway are essential.
Source: M-ARK

- ✓ Businesses have to be open to engage in commerce. Gain cooperation from downtown businesses for uniform hours of operation.
- ✓ Develop guide services, package tours and other tourism support service venues.
  - ☑ Capitalize on the natural, agricultural, cultural and historic tourism resources, making sure that inventories of the region's assets (including ownership, hours, seasonality, contact information) are integrated, available electronically through the web and are up to date.[89]
  - ☑ Encourage more cooperative and integrated marketing programs with regional tourism venues and coordinate them with the arts and cultural venues, agribusinesses, festivals and other events.[29 & 89]
  - ☑ Develop more packages with existing retail services in Margaretville (i.e.2007's Holiday Passport Program) through promotional coupons that get residents and visitors into businesses, farms and amenities.
  - ☑ Provide adequate staffing for the information center to connect travelers to the area's amenities.
  - ☑ Provide hospitality training to retail staff.
  - ☑ Create a brand for Margaretville and apply the signature branding to a marketing campaign for Margaretville.[13 & 19] Include in this branding process interpretive signage, brochures, web sites, and promotional materials.[19]
  - ☑ Evaluate the needs and benefits of crafts or farmers' market stalls and food vendors, as well as other kinds of site-enhancing, outdoor vendors and how they might add to the ambience and liveliness of the Village.
  - ☑ Study what other regions, such as the Adirondacks or Vermont, are doing in terms of regional and cooperative marketing. There are hundreds of successful regional marketing campaigns to evaluate and learn from.

Find ways to serve the existing residential consumer market and not let gentrification or tourism dollars obscure this important market share.

Support the continuance and promote the development of commercial and retail businesses that provide essential services (pharmacy, grocery, hardware, local foods, etc.) for the year-round population, especially low and moderate income residents who may not be able to travel far for essential services or products .[32 & 89] *"A multitude of small businesses, each selecting goods based on the interests and needs of local customers, guarantees a much wider range of product choices."*[57]

- ✓ Provide model business and marketing plans for prospective business owners that demonstrate market share of essential services purchased by locals and weekenders.
- ✓ Provide financial assistance and subsidies through programs, such as the HUD Micro Lending and Entrepreneurial Program, to purchase properties or existing businesses that are ready for retirement.

- ✓ Establish a micro-enterprise loan and grant program that underwrites entrepreneurs and small businesses that provide essential services.
- ✓ Utilize a Catalytic Development Company (See Best Practices Cameo[58]), Local Development Company or Land Trust model to purchase and re-sell or lease operations with covenants and/or rent subsidy supports to enable essential services to stay in place.

Support efforts to establish a grocery store and theatre to complement existing retail mix. [76]

- ✓ Assist developers on an as-needed basis with ombudsman and troubleshooting services.
- ✓ Make every possible effort through Site Plan Review and other procedures to ensure that the physical design of the facades and landscaping enhance the area in which they are located and contribute in a positive way to downtown Margaretville.
- ✓ Provide financial and tax incentives for suitable and sustainable development.



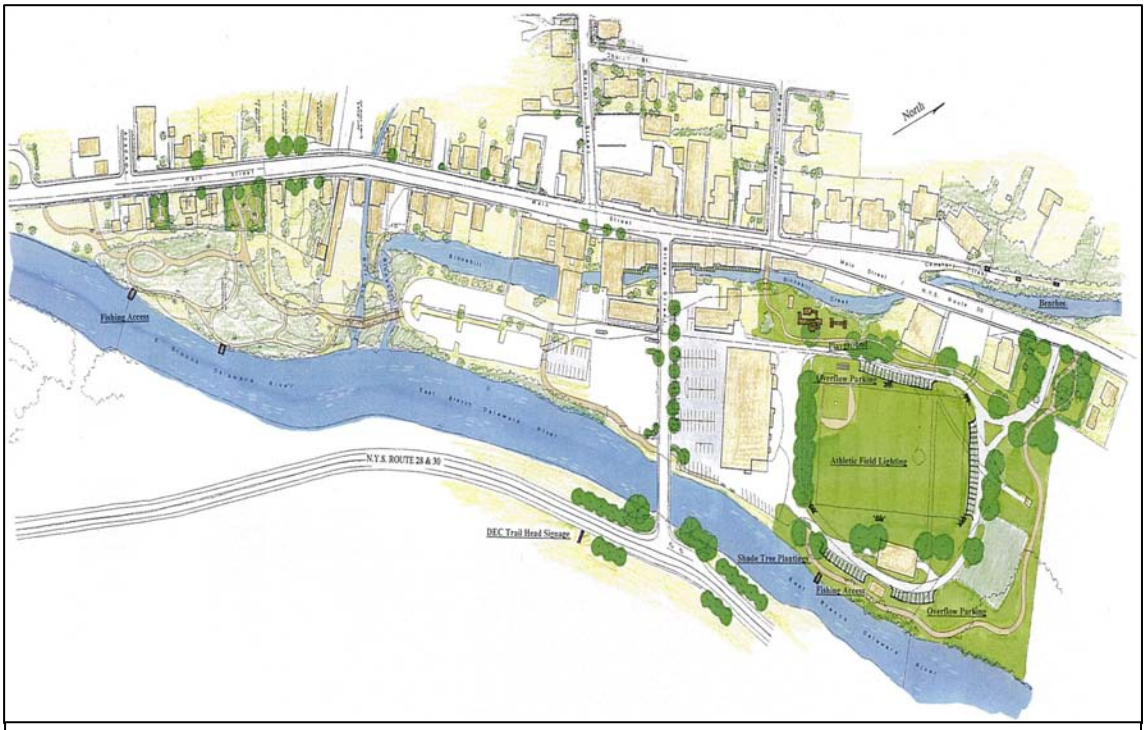
Margaretville is full of good examples of well done signage, façade improvements and awnings, as well as beautifully appointed walls and landscaping.
Source: M-ARK

Develop the business infrastructure that supports a strong downtown economy.

Develop a Parking Plan that incorporates the recommendations of the 2001 Revitalization and Recreational Use Plan, Informal 2006 study and addresses who is actually parking on Main Street. Parking was voted the #5 priority issue at the January 2007 Public Forum. A chronic and systemic issue, parking was the most common concern voiced by the businesses participating in

the 1991 Catskill Corridor Plan. Currently there are 159 public parking places available for Main Street customers – not adequate for the marginal level of business in the Village currently. In order to facilitate any new business-sector growth, it is essential that the Village identify and create new parking.

- ✓ Parking can have a dramatic effect during high season and weekends, the community needs to consider actions that can address key parking issues during peak times. These may include two hour parking limits (and enforcement) and, at a minimum, encouraging employees and business owners to find alternative parking off Main Street. The 1991 Plan indicated that, "*Discussion with Margaretville businesses revealed that part of the parking problem stems from the fact that employees and even employers use some of the most convenient and desirable parking spaces in the [Central Business District]*." *The 1991 plan goes on to say, "Business owners could organize and commit themselves to insuring that the best parking spaces are reserved for customers.*"[25, 32, 8 & 35]
- ✓ Study the option of building a parking garage that can be accommodated in a floodway or floodplain at a location near the central business district. Investigate Brownfield capital and planning funding for the purchase of a privately owned parcel for this purpose.[16]
- ✓ Identify and develop municipal parking for Main Street that is centrally located, easy to find, and plentiful.



The Village of Margaretville Revitalization and Recreational Use Plan 2001 features a great deal of useful information and drawings still of current value. Source: M-ARK

Evaluate the costs and benefits of districts and zone tools, such as Tax Increment Financing, Business Improvement Districts, Empire Zones, etc. for Margaretville as a way to raise capital and to incentivize various business improvement projects identified by the Chamber and others.

Through close cooperation with area non-profits and governmental organizations, continue to capitalize on public grant opportunities that present themselves.

- ✓ Position the Village to take advantage of these opportunities by being aware of the programs that exist and their ongoing changes. Set aside funds so that resources are available to take advantage of opportunities as they become available.

For anchor businesses with long-term ties to the community, business succession planning is critical.

- ✓ Identify core businesses that might benefit from succession planning and evaluate their status. With the agreement of the owner, package a contingency plan for business transfer.[18]

Encourage non-governmental organizations to package entrepreneurial and educational services for retail businesses that enable them to electronically "follow their customer's home," thus achieving a higher operating capacity through web, wholesale and retail sales.

- ✓ Provide telecommunications infrastructure, marketing, promotion and media underwriting support.

Encourage facade renovations (both front and reverse) based upon the recommendations provided in the Revitalization and Recreational Use Plan.

- ✓ Consider organizing a public or non-profit historic land trust to purchase or receive façade easements for the first foot of each building from the owners to manage and maintain them. This approach can also be used for the rear (reverse) facade of the buildings facing the riverfront.

Consider various alternative approaches that may achieve the goals of extended businesses hours, generation of employment, sales tax etc.

For example, purchase vacant buildings through a commercial land trust[57], Catalytic Development Company[58] or cooperative joint venture.

- ✓ Renovate and either sell (turn key) or lease them with lease or sale conditions that specify what the community wants. "A city could buy a commercial building and contract for its management with the stipulation that space be leased only to locally owned businesses that meet community needs. Rents would be stable and below market, reflecting the city's actual costs of owning and maintaining the building, without a profit margin."[57]

Long term issues associated with the fixed size of the central business district include a future when 100% occupancy creates demand for space.

Research indicates that successful downtown approaches include increased density and compaction through vertical growth, better infill and reuse of space.

Best Practices Cameo:

Featured Businesses in Communities With Populations less than 5,000

The following table describes actual business start ups in small communities that have been featured in the innovative and best small business practices database of the Center for Community and Economic Development at University of Wisconsin. The website enables the searcher to bring up a profile of each business in the database and connect the reader to a network of start up entrepreneurs showcased in the database.

Business Name	Business Type	Location
Blue Spoon Café	Food Service and Drinking Places	Prairie du Sac, WI
Brew Moon Coffee House & Internet Café	Food Service and Drinking Places	Eagle River, WI
Cuda Café	Food Service and Drinking Places	Deerfield, WI
Hanler's	Gift Stores, Office Supplies & Stationery	Shullsburg, WI
Hurley Coffee Co. LLC	Food Service and Drinking Places	Hurley, WI
Ladles to Linens	Food and Beverage Stores	Winnsboro, TX
Maple City Candy Co.	Food and Beverage Stores	Aldeo, Il
Nina's Department and Variety Store	General Merchandise Stores	Spring Green, WI
OJ's Midtown Restaurant	Food Service and Drinking Places	Gillett, WI
Poppy Seed Primitives	Antiques and Used Merchandise Stores	Genoa, IL
Tanglevine Crossing	Gift Stores, Office Supplies and Stationery	Farmland, IN
The Quiet Cricket	Furniture and Home Furnishing Stores	Vergas, MN
Walkabout	Clothing and Clothing Accessories Stores	Eagle River, WI

Source: Center for Community and Economic Development

University of Wisconsin Cooperative Extension[55]

http://www.uwex.edu/ces/cced/downtowns/innovative/search.cfm


Location Map
Village of Margaretville
Central Business District
Legend
Zoning Districts
Business
Industrial
Aerial Photo Date: May 2007
Creation Date: February 29, 2008
Produced by the
Delaware County Planning Department GIS

Promote the notion that Margaretville is a year-round destination.

The market exists for travelers to come and visit. For example, the Belleayre Mountain Ski Center has reinvented itself as a year round destination facility and reports an annual visitor count of 170,000.[1]

- ✓ Piggyback local retail packages and promotions with these venues in order to gain name recognition, cross promotion and commerce opportunities for vendors.
- ✓ Network with Chambers of Commerce throughout the Catskills to determine the status and condition of the regional marketing campaign.
- ✓ Ask for technical assistance from the *I Love New York Tourism Department* of the New York State Department of Economic Development.
- ✓ Create regional retail packages that cater to the older traveler profile that has emerged from the travel and tourism studies and target promotional campaigns to this group.
- ✓ Support and promote the Central Catskill Chamber of Commerce as a resource for area businesses in marketing, startup assistance, promotion campaigns, etc., to increase familiarity with Village and area stores.

Position Margaretville to lead the way in making the central Catskills a tourism hub.

- ✓ Identify common ground with neighboring communities on the Routes 28 and 30 corridors and discuss collaborating on regional projects such as tourism development.
- ✓ Collaborate and connect with communities that share common problems and opportunities. This is a very economical way to reach out and expand marketing opportunities.
  - ☑ Arrange community exchange days with other Catskill communities that Margaretville thinks are doing an excellent job at community and economic development. Recruit a group of locals to visit there with a host group. Spend the afternoon walking around, having lunch and talking through their strategies and planning processes. Conduct exchanges twice each year.[15]
- ✓ Work with other Route 28 and 30 Communities to obtain Scenic Route designation for Routes 28 and 30 in the Margaretville area.
  - ☑ Develop a Scenic Byway Corridor Management Plan.
  - ☑ Implement the plan. Margaretville and other Catskill communities are missing out on key grant resources from NYS and US DOT that are paying for tourism marketing and promotional assistance.[19]

Work cooperatively with the Town of Middletown to address sprawl on Route 28.

The Route 28 strip between Margaretville and Arkville suffers from unsightly sprawl. If this kind of development is encouraged, it will detract from Margaretville's and Arkville's strong and distinctive identities as communities. It will erode their central business districts' vitality.

- ✓ Develop a plan that builds on the strength of both the Village and Route 28 and that identifies what businesses are best for each location and are complementary, working together to make them both competitive and answer more of the needs and desires of current and future residents and visitors.
- ✓ Boldly design an appealing entryway to the Village.
- ✓ Advocate for design guidelines for both Route 28 and the Village.
- ✓ Work with the Town to tackle the difficult land use, signage and landscaping issues surrounding the Route 28 corridor leading from Arkville to Margaretville.
- ✓ Explore annexation of part of the Route 28 strip into the Village in order to better zone or plan this area or develop a shared land-use-plan with the Town of Middletown.

Best Practices Cameo:
The Seaway Trail and the 13 Adirondack-Based Scenic Byways: The New York State Scenic Byways Program

All NYS Scenic Byways are listed at https://www.nysdot.gov/portal/page/portal/programs/scenic-byways. Check out the areas in New York State that have participated in this program; **Seaway Trail** *is an exemplary scenic byway. So are* ***Lakes to Locks*** *and all the* ***Adirondack Park scenic byways****. When you visit the site, you will notice that the Catskills have NOT participated in the Scenic Byways program very well and as a result have missed out on this program. The Route 28 corridor is not a designated scenic byway, nor is Route 30…so all efforts must start at the very beginning to obtain designation.*

A Scenic Byway must have an official DOT-approved Corridor Management Plan to be eligible to apply for Scenic Byway Program funding through DOT. Municipalities apply for Transportation Enhancement funding (see Best Practices Cameo under Natural Resources). The Scenic Byway status is noted in the TE applications to earn allotted points. The following site https://www.nysdot.gov/portal/page/portal/programs/scenic-byways provides information for byway managers and has a great deal of useful information.

Best Practices Cameo:

The MERC: A Community Department Store

"Missing in many downtowns today---aside from the dozen or so Maine towns served by Reny's, a local chain of discount department stores---is a store that sells basic, affordable clothing and household goods. Such a store could provide an alternative to the big boxes and an important anchor for downtown commerce. One potential solution to this problem is to open a community-owned department store. It may sound far-fetched at first, but there are in fact more than half a dozen successful community-owned department stores operating in the Rocky Mountain region, and business and civic leaders in two New England towns affected by the closure of Ames--Greenfield, Massachusetts, and Middlebury, Vermont---are now pursuing the idea.

These stores are generally structured as state-chartered corporations and capitalized through stock shares sold to local residents (bylaws stipulate that stockholders must live in the state.) They are run by a board of directors elected by the shareholders and managed day-to-day by a store manager. Investors generally expect that much of their return will be in the form of community benefits, rather than financial gains. Over the last few years, about half a dozen community-owned department stores have opened in Montana and Wyoming, and several more are in the works.

*A good example is **The Mercantile** in Powell, a town of 5,500 in northwestern Wyoming. The store was largely a response to the closure of Stage, a Houston-based chain of small department stores that pulled out of Powell and several other towns a few years ago, leaving residents with no place to buy basic clothing and shoes for the whole family. Rather than allow the town's commercial base to decline, a group of residents hit upon the idea of opening a community-owned store. They drew up a business plan, filed incorporation papers with the state, and began selling shares priced at $500 each. Within a few months, they'd sold over 800 shares, raising more than $400,000 in capital.*

*The **MERC** opened in July 2002. The store sells affordably-priced clothing and shoes for men, women, and children. With a Wal-Mart supercenter just 20 miles away in Cody, some Powell residents predicted that The **MERC**, like most small town stores focused on basic needs, would fail. But the store has been remarkably successful, meeting vital local needs, boosting sales at other downtown businesses, and even turning a profit.*

*During its first year, The **MERC** took in $500,000 in revenue, outpacing projections, and generated a profit of $36,000. The earnings were used to expand the store from 7,500 to 10,000 square feet. Founders cite several factors in The **MERC's** success, including top-notch customer service and a board made up of experienced local businesspeople. With no debt to service or stockholders demanding high rates of return, prices can be kept relatively low. "We're probably not quite as low as Wal-Mart," said store manager Paul Ramos, "but we're close and we usually do better than the mall up in Billings."*

*Ramos says the store has had no problems building good relationships with suppliers. The **MERC** and a similar community-owned store in Worland, Wyoming, often purchase goods together in order to reduce costs by buying larger quantities. Another significant factor in The **MERC's** success, according to board member Ken Witzeling, is the community's sense of ownership. "When you walk down the street and talk to people about the store," he said, "they all refer to it as 'our store.' Not 'the store,' or 'that store.' It's 'our store.'"*

In Middlebury, Vermont, and Greenfield, Massachusetts, committees have formed to explore the possibility of launching a community-owned department store. For more information, contact the Cooperative Development Institute..." [57]

Best Practices Cameo:

Pick and Shovel Do it Best Building Materials, Newport, Vermont

Expanding product line to meet local demands.

"Newport, VT Community Profile: Population of City – 5,000. Population of 10-mile ring 16,000. The community serves a local residential base as well as seasonal tourism visitors to the Northeast Kingdom region of Vermont. From the outside, the business appears much like a regular hardware store. Once in the door, you are greeted by helpful and friendly staff dressed in red shirts and eager to direct you to departments that provide day-to-day necessities often lacking in a small town.

In addition to a full stocked hardware store, ***Pick and Shovel*** *includes a building materials center, appliance store, clothing, sporting goods, toys, pet store, laundromat, and more. In response to resident requests, the store offers a wide selection of socks, jeans, boots, shirts and other apparel items. In addition, they have focused on many quality items, such as Carhart boots, and offer very competitive pricing. A stop in the store isn't complete without stopping for a soft serve cone at the ice cream stand located on the street as a landmark feature of the storefront.*

Market Segments Served

Pick & Shovel focuses primarily on serving do-it-yourself home improvement customers. As a result, it focuses on the residential base as well as second-home owners in the region. Accordingly, its diversified product lines have a community-serving focus.

Contributions to the Business Community

The community-serving focus of the store has established it as an anchor business downtown. Its location across the street from the post office and a block from the library has contributed to a diversified main street with jewelry, clothing, gifts, sporting goods and other locally owned stores. While ***Pick & Shovel*** *is bracing for the potential opening of the first Wal-Mart in the region, their diversification efforts will help it co-exist as a truly home-town business that has been a genuinely good, community-serving neighbor"*[54]

II. Driving the Innovative and Creative Economy

The innovative and creative economy goals for Margaretville include:

- *Encouraging environmentally friendly businesses that help Margaretville build sustainable wealth.*
- *Developing economically sustainable businesses that incorporate green construction guidelines, sustainable business practices, and generate jobs at the community scale.*
- *Promoting and expanding opportunities to experience arts, culture, healthy lifestyles and generate a community of well being in Margaretville.*

Recommendations:

Position Margaretville as the Region's Vanguard in Entertainment.

Gather information about what is already happening in the innovative and creative economy.

What resources, including social, institutional and economic already exist? How are they doing? Are they thriving? What support services do they need to grow? Are collaborative marketing opportunities missed?

- ✓ For example, the Open Eye Theater Arts Assessment Project should be followed up with an art and cultural marketing and promotion collaborative network. This network could work to organize cultural and arts activities in Margaretville that complement the Chamber's activities to promote commerce.[21]

Utilize the Open Eye and Galli-Curci Theaters as the arts and culture anchors for downtown Margaretville and to enhance Margaretville's growing image as a center for the arts.



Galli-Curci Circa 1925
(Chevy dealership downstairs, Railroad offices upstairs, movies in back.)
Source: David France

Encourage a variety of cultural events and activities that coincide with businesses and restaurant's open hours.

Promote the new Margaretville Park Pavilion as a location for destination weddings, cultural activities, design tourism, and arts programming.

Arts and cultural events are multiple spending generators, creating ripple effects in the community. Babysitters, transportation, meals, lodging, after-event refreshments, etc. all circulate currency in the local economy. According to the Arts and Economic Prosperity III Study, "When a community attracts cultural tourists, it harnesses even greater economic rewards. Nonlocal audiences spend twice as much as their local counterparts ($40.19 vs. $19.53)."[22 & 49]

In addition to other retail purposes, promote retail businesses that are arts and culture-related and can provide a studio of "live-work" artist space in conjunction with retail space.

Studios co-located with retail and gallery space are tourist magnets and can provide two-story retail uses downtown. Upper floors of commercial structures may be appropriate (subject to building code limitations) for loft development and adaptive reuse as high end arts studio lofts i.e. the Longyear Gallery.

- ✓ Zoning changes can include allowable uses for second and third floor mixed uses, promoting residential and commercial mixed use in the business and industrial districts either as allowed uses or secondary uses.

Review recent market studies for creative economy venues.

- ✓ Obtain a copy of "Catskills Region Top Line Visitor Profile 2004" by D.K. Shifflet and Associates, Ltd.
- ✓ Obtain limited market data for the Belleayre Resort Project from the developers.
  - ☑ Review and analyze these studies.
  - ☑ If there are gaps in information, authorize a travel and tourism survey of the central Catskills.
  - ☑ Determine current major destinations and the activities, duration and expenditures of the traveling tourists who visit within 50 miles of Margaretville.
- ✓ As large scale developments are planned in surrounding areas, it is important to remember that visitors do not always spend their entire day or stay at the venue. The presence of other retail and cultural activities, and cooperative marketing with those venues, can provide Margaretville with a linked economic benefit.
- ✓ If Margaretville can promote itself as an arts and culture destination, it can take advantage of a visitor niche that spends more ($623 vs. $457) and stays longer (5.2 nights vs. 3.4 nights) than other kinds of travelers.[49]
- ✓ Business owners, Village Board Members and other interested parties should take advantage of the workshops and roundtables offered by Parks & Trails New York and the New York State Canal Corporation on marketing the Canal way Trail to bicycle tourists. Bicycle tourists are a great niche market for the roads and byways surrounding Margaretville and can be an important revenue source for creative economy venues in the village.[3]

Tap into the wealth of brain power residing in the Margaretville area.

Conduct a Social Capital inventory of the Margaretville area. Social Capital refers to the "relationships of trust embedded in social networks."[68] and these social networks are central to the implementation of the plan and its recommendations. According to Ivan Light, "…the value of social capital lies precisely in its conversion into other desirable resources."[68] This ability for all forms of capital; financial, physical, human, cultural and social, to convert to one another is exactly why Margaretville needs to take a beginning inventory. "Entrepreneurship fuels

America's economic innovation and prosperity, and serves as a key means for families to move out of low wage jobs and into the middle class." (10 Reasons Why Maine's Homegrown Economy Matters)[57]

- ✓ Utilize a semi-formal form of periodic community conversations to get residents who comprise the social capital network talking and working towards implementing the Comprehensive Plan, including a focus on the innovative and creative economy concepts. Use the Catskill Mountain News as a forum for the exchange of ideas.
- ✓ Install communications infrastructure that makes telecommuting possible for seasonal and weekend property owners with business connections in NYC.
- ✓ Promote the New York City-Margaretville connection.
  - ☑ Encourage collaborations such as the grassroots initiative that built the Margaretville Park Pavilion with Parsons, The New School for Design. Encourage and welcome local, ad hoc undertakings such as the Citizens' Initiative for Community Spaces that give a forum for weekenders and part-timers to invest in Margaretville.
  - ☑ Sponsor week-end socials, entrepreneur investment clubs or retreats for part-time residents to explore investment and business opportunities in Margaretville.
  - ☑ Let entrepreneurs know that support exists locally (financing, technical assistance, back office support, etc.) to enable them to capitalize upon new business ventures that utilize new and emerging technologies to compete globally.
  - ☑ Work to bridge the gap between Margaretville's native residents and more recent arrivals.

Continue to improve all aspects of Margaretville's web presence, including links to other regional web sites

Encourage the development of locally made and marketed products, books, etc. by providing financial incentives, subsidized space and workrooms, and back office support.

Participate in the regional branding, marketing and promotion of Catskill-made products and showcase the products locally.

Promote Margaretville as a "well-being" vacation or recreational destination for holistic and natural therapies. (See study, assessment and marketing approaches outlined for tourism development.)

III. Generating Jobs

The job generation goals for Margaretville include:

- *Creating 50-100 locally available full-time jobs*
- *Attracting and retaining health practitioners*

Recommendations:

Locally-owned businesses build strong communities by sustaining vibrant town centers, linking neighbors in a web of economic and social relationships, and contributing to local causes.[57] Support entrepreneurial efforts as stand-alone businesses and as models for others of small business. (See other sections of the Economic Sectors for ways to support this action.)

Encourage entrepreneurship from people who live in and visit the region.

- ✓ Encourage a business climate in the community where Living Wage standards,[83] green construction guidelines, and sustainable business practices that generate jobs are welcomed.[22]

Engage in activities that promote an emigration of young people to the area.

Establish a community higher education scholarship program that underwrites the cost of college with the caveat that graduating college students return to the community to work.

- ✓ Set up a tracking program where the top ten students from the most recent ten graduating classes are followed and provided with technical assistance, training and capital to establish businesses in Margaretville.
- ✓ Join regional and statewide efforts already underway (see Best Practices Cameo on following page) to stabilize or reverse the brain-drain trend.

Best Practices Cameo:

Emerging Programs to Address the Brain Drain

Out-migration of youth is a systemic problem that many rural regions and states are facing. Vermont, Maine, New York, New Hampshire and other places are all concerned about this trend and many proactive approaches are being initiated at various levels of government and in the private sector to counteract this trend. Incremental action at the local level can contribute to stabilizing or reversing the trend, as well as advocacy and action to support regional and state-wide programs and incentives to encourage youth to return or stay after college.

*The Northern Forest Center, in its Sustainable Economy Initiative, is studying the issue for the four northern states. According to the Times Union an initiative called, "**I Live New York**" in an effort to address the brain drain. **40 Below** is a network that has held a summit and developed a marketing and promotion campaign to help retain and attract young people. **Emerge Northern New York, The Finger Lakes,** and **Pipeline 4 Progress** are just a few examples of regional efforts to stop the brain drain and retain and encourage well-educated young people to stay in the area or relocate here.* [35 and 38 and 39]

IV. Enhancing Community Housing

The housing goal for Margaretville is:

- *To ensure a healthy, well balanced mix of affordable housing that serves all income and age groups.*

Recommendations:

In order to prevent residential streets from converting to home businesses and professional offices, and to encourage commercial development on Main Street, review the Village's zoning ordinance and tighten language to restrict and prohibit commercial and retail uses in residential areas. (See Land Use Section.)

- ✓ If and when public funds are used to rehabilitate or renovate subsidized housing, place restrictive covenants on properties to restrict or prohibit commercial and retail uses.
- ✓ Take into consideration the presence of an Agricultural District and active farmland within the Village limits and take steps through the modification of the land use laws to protect these lands from conflicting land uses and farmland conversion pressures.[89]

- ✓ According to the 1991 Catskill Corridor Study, the parking regulations in the current zoning ordinance may prohibit utilization of downtown for second or third floor housing.[32]

Develop a community housing strategy that protects the Village from the ill effects of gentrification.

Address the impacts that changing demographic and real estate trends in the region have on the low and moderate income year-round residents as they occur by providing a suite of community housing products that help existing and new residences stay affordable in a gentrifying market.

- ✓ Consider the Market Conclusions made by the Waverly Research Group in their Market Study in which they state, "*There is a substantial demand in this housing market for up to 80 additional units of elderly rental housing.....and up to 91 additional units of general occupancy rental housing....*"[9]
- ✓ Ensure that M-ARK and other area housing initiatives have the financial support they need.
- ✓ Support M-ARK Project's implementation of its strategic plan which calls for "a multi-pronged approach to addressing community housing needs." This comprehensive approach includes first time homebuyer assistance, development of new affordable units (rental and owner units) and the preservation of existing units.[9]
- ✓ Establish a local housing/land trust and foundation that can serve as a focal point for capital contributions and funding for an affordable housing campaign for the Village. This local trust can purchase land and buildings and conduct a range of activities from turn-key projects, subsidized mortgages, land leases, etc. in order to combat the loss of mixed income neighborhoods as a result of rising property values and gentrification that accompanies it. Use restrictive covenants in the event of sale to maintain and perpetuate housing stock on residential streets in the Village.
- ✓ Keep property taxes at a reasonable level.

V. Benchmarking Cultural and Historical Resources

The cultural and historic resources goals for Margaretville are:

- *To preserve, protect and restore culturally and historically significant structures in the community.*

Recommendations:

Protect, renovate and preserve historic buildings and structures

- ✓ Demolition should be the option of last resort. "In an increasingly homogenized world, communities that preserve their one-of-a-kind businesses and distinctive character have an economic advantage."[57]
- ✓ Conduct a historic resources and cultural survey of the village.
  - ☑ This recommendation is supported as the number three priority issue generated from the January, 2007 Public Forum.[35]



Margaretville's 19th Century architectural fabric is critical to its unique sense of place.
Source: M-ARK

Support the efforts of the Historic Society of the Town of Middletown.

Become an active and engaged group in the Village and the Town.

- ✓ Establish a History Center that will house exhibit, archives and research facilities.
  - ☑ Encourage the siting of such a facility within the Village and to co-locate with another arts facility if possible in order to maintain hours of coverage during high tourist season.[23]
  - ☑ Encourage commerce by holding festivals and local events during the seasons immediately before and after the peak tourist season.

Showcase local heritage, traditions and customs by expanding festivals and local events and adding dimensional activities that blend recreational, cultural, and historic events and activities.

- ✓ Utilize the railroad and other similar local assets to advantage through coordination of events at multiple venues during a festival or event.



Street Fairs and Festivals are important drivers of the Main Street economy. They generate commerce the day of the event and can produce lasting customer bases for local businesses through return visits and web-based commerce.
Source: Village of Margaretville Comprehensive Plan Committee

Best Practices Cameo:

Festive Fridays
in
Downtown Colebrook, New Hampshire

"The Colebrook Downtown Development Association invites residents and visitors to come to Colebrook often throughout the holidays, to experience the spirit of the season and the community, and the value of shopping close to home.

The '**Festive Fridays**' *package is an expansion of the former 'Late Nite Madness' tradition.' For added variety and fun, each week has a special theme and purpose, all telling a part of Colebrook's story. It will all begin at 5:30 pm on November 30, at the grand lighting of the Village Christmas Tree, hosted by two favorite characters, Mr. and Mrs. Moose, and friends. Inside each inviting shop, merchants are encouraged to offer their best services, specials, and hours. The unpredictable winter weather (like last year's icy eve) can always add another element of excitement, or a reason to come back again.*

The theme, scheduled activities and store hours may vary, but every Friday, shoppers can stop by the 'Twinkle Tent' near the Village Christmas Tree, for cocoa and cookies. This is also the place for detailed schedules and the new 'Frequent Fridays' cards. Compliments of Liebl Printing, these cards will be punched each Friday, then entered for an 'Experience Colebrook' prize bundle of gift certificates from a variety of local businesses. The cards must be entered by 7 pm on the final, or 'Frantic Friday,' for the drawing on Saturday, December 22 at the TubaChristmas concert.

The CDDA believes in the great, spirited story that Colebrook has to offer, and works closely with several other partners to help weave it all together. Weaving in the strongest threads are the merchants who show their 'shop local' support with their contributions to prize bundles, added in-store specials, extended hours, and investments into beautiful, inviting storefront and window displays".[53]



Margaretville's role as a commercial hub in the Catskill Park gives it a competitive advantage.
Source: M-ARK

VI. Promoting Recreation

The recreation goals for Margaretville include:

- *Integrating the region's recreational amenities into Margaretville's quality of life.*
- *Capitalizing upon recreational assets and integrating them into the Margaretville economy.*

Recommendations:

Develop recreational assets as lifestyle amenities for both residents and visitors.

- ✓ Re-examine the Village of Margaretville Revitalization and Recreational Use Plan[8] to determine if its suggestions are still feasible, and move forward on those remaining recommendations the community thinks best fit the vision of Margaretville.

- ✓ Maintain the restrooms and keep them open during activities and the busy tourist season. Consider creating a "Friends of the Margaretville Park" organization that stewards the restrooms and other park amenities.

Promote the development of indoor and outdoor recreational facilities that advance a healthy lifestyle. Develop facilities that are child-centered and family friendly.

- ✓ Encourage and promote individual initiatives to bring recreational tourism to the area, including the new pool in Arkville, a planned competitive Catskills Bike Race, and other efforts.
- ✓ Promote increased physical activity and programs for children in an effort to fight childhood obesity.[87]
- ✓ Encourage the development of recreational venues for the adventure sports enthusiasts as well as structured activities for young people both inside the village and in the region.
- ✓ Part of the marketing and promotion effort branding Margaretville as a place for young people requires that there be a variety of suitable activities to engage people in a lifestyle they consider attractive.[36 & 32]

Work with the New York State Department of Environmental Conservation and the New York City Department of Environmental Protection to promote recreational access to public lands.

- ✓ Work with the New York State Department of Environmental Conservation (and DOT) to promote interpretive and directional signage, brochures and maps that help residents and visitors take advantage of the public lands and recreational facilities that exist around Margaretville. (Recommended in the 2001 Village of Margaretville Revitalization and Recreational Use Plan.)[8]
- ✓ Determine DEC's long range plans (Unit Management Plan (UMP)) for public lands surrounding Margaretville and participate in the public planning process.
- ✓ Identify, enhance and place signage for public fishing access. Promote these locations for fishing and birding.

CHAPTER THREE: OUR LAND USE AND NATURAL RESOURCES

Margaretville Today[85]

Throughout its history, the Village of Margaretville has been shaped by its location in a steep river valley. Standing at the center of the Village, the majesty and power of the mountains humbles humanity. The East Branch of the Delaware River, an important water source of the New York City Water Supply and a tributary of the Delaware River, runs southwest through the Village of Margaretville and empties into the Pepacton Reservoir. Two creeks, Bull Run Creek and Binnekill Creek, flow south and west respectively to the confluence of the Delaware near Bridge Street. The mountains, steep valleys, and confluence of large and small river systems created the platform for Margaretville's strategic location and historical focal point in the region.

Margaretville's development is physically constrained by the circle of mountains that surround it and by its political boundaries. While the Village is not fully built out, suitable land for development is limited. Active and fertile agricultural lands exist along the river within the Village and are, in fact, designated as part of the New York State Agricultural District Program.[89] These lands provide important open spaces and scenic vistas in the Village. The Village's historical reason for being has also evolved over time from farming center to regional center and weekend retreat for city dwellers and visitors. As a result, its vision, purpose and direction have evolved. Downtown Margaretville is subject to the booms and busts of any fickle economy, yet lacks a coherent strategy and the solidarity to weather such events. Changing demographics, such as an aging population and shrinking school populations indicate future trends that affect growth. Different visions for Margaretville as a retreat or commercial hub or cultural Mecca exist and need to coalesce and align. The entranceways to the Village are the thresholds through which visitors and residents are welcomed to Margaretville. They do not introduce or enhance the Village's character and the public domain stewardship is inconsistent.



The Village is surrounded by exquisite mountain vistas and appears as a secluded and scenic retreat amongst the grandeur of the Catskills Forest Preserve
Source: Village of Margaretville Comprehensive Plan Committee

The Delaware and its branches provide challenges. Because of the topography of rivers and mountains, flooding continues to be a periodic concern, creating dangers for residents and economic hardship. Past efforts include stream bank stabilization on the Bull Run Creek, hazard mitigation and flood clean up. The dominance and influence of the river systems prompted the community to participate in the creation of a regional plan for stewardship of the East Branch. An

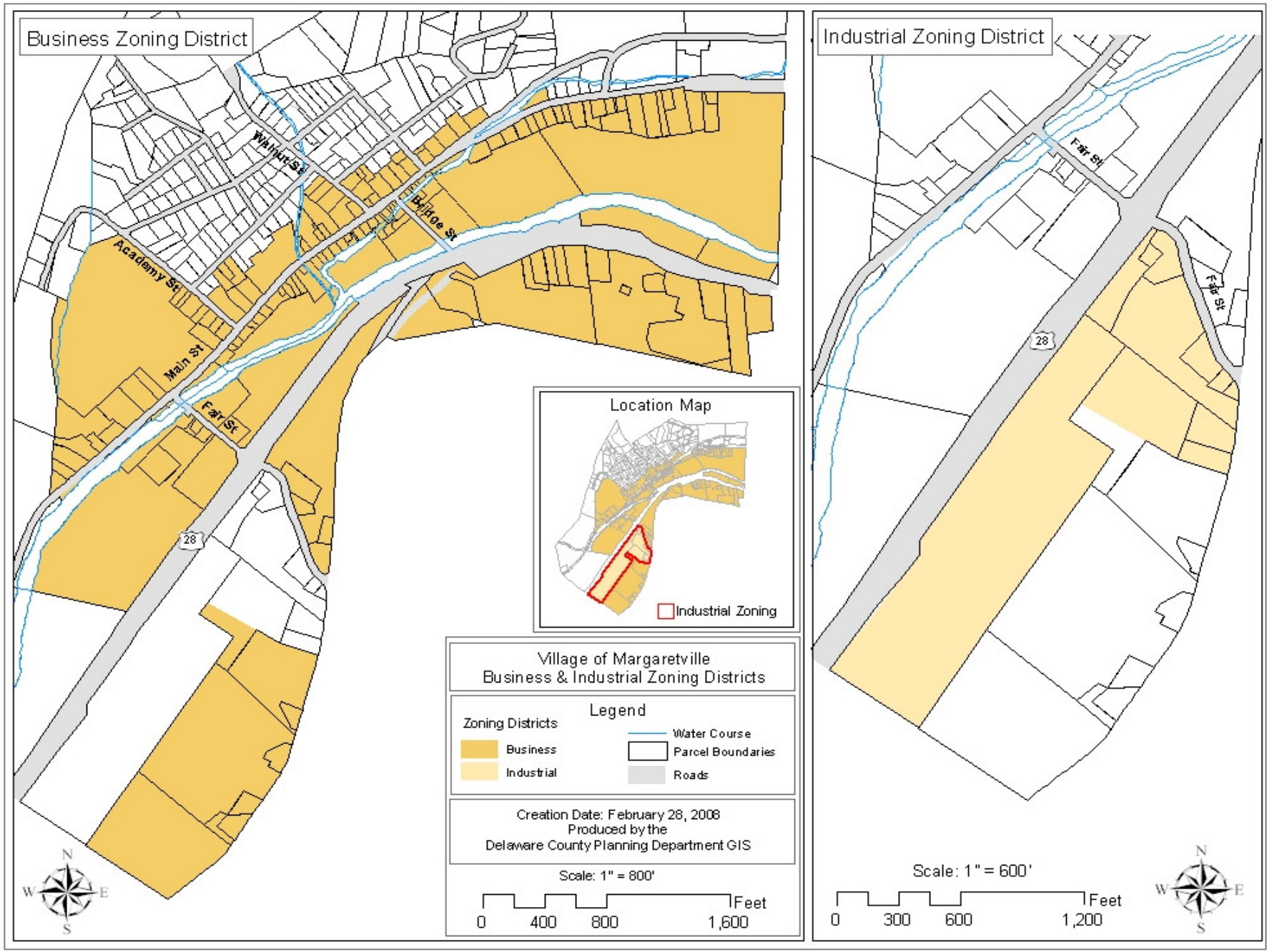
effort is also underway in Margaretville to create a local watershed organization to work with the Village Board to steward the river resources and oversee plans affecting the river.

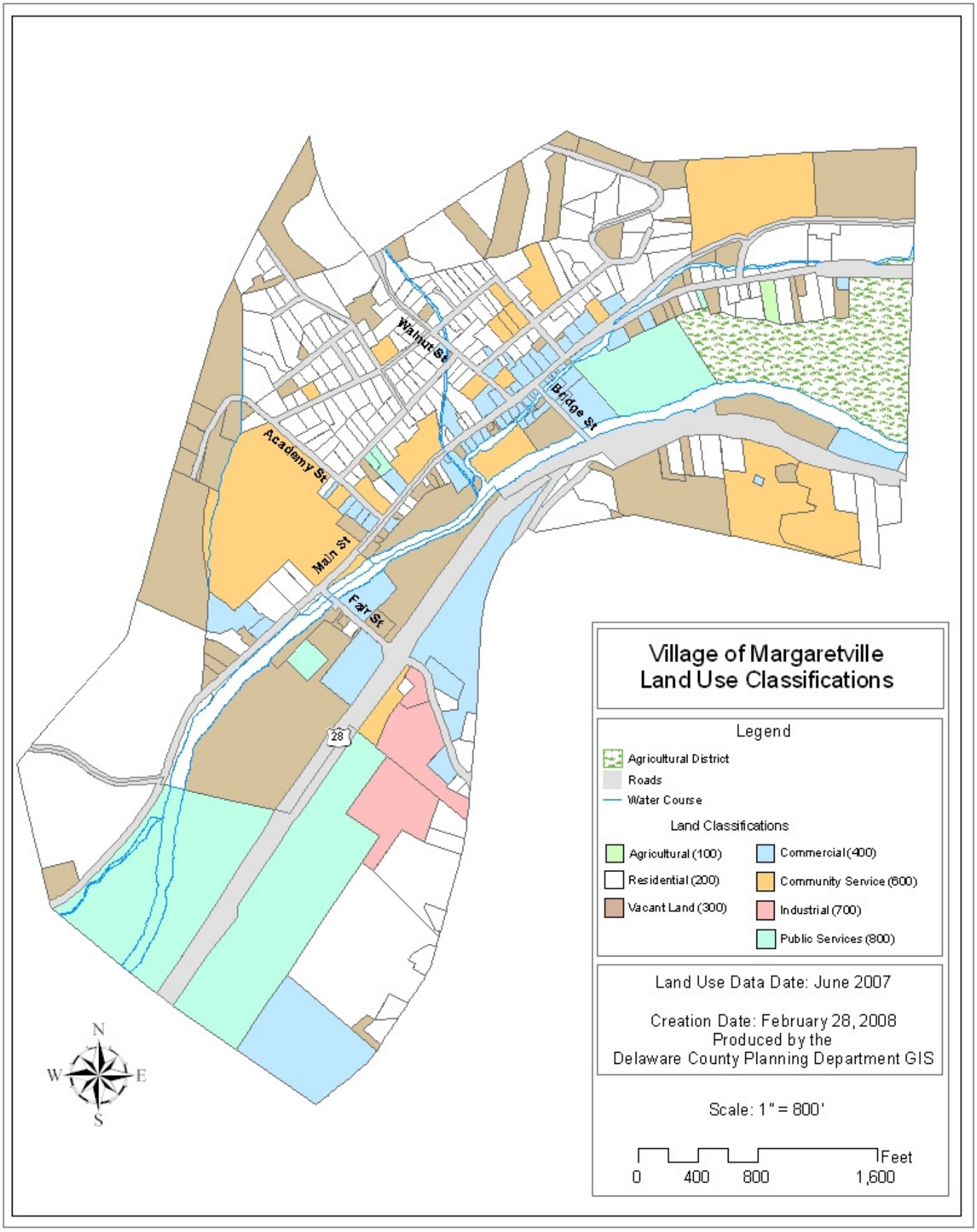
Opportunities to enjoy the scenic vistas of the mountains and gain access to the waterfront are provided through pocket parks and green spaces peppered throughout the Village. Margaretville Village Park Pavilion is an exemplary model of community collaboration. It is also a great example of best practice that demonstrates the community's value for tasteful design having low impact on the natural environment. The public access points, while plentiful, are not all improved with the public's needs for amenities, linkage and interpretation in mind. While the Park Pavilion is unprecedented in its scale as a community project, in general the community chooses the least costly, safe and standard alternatives to a project design, rather than explore creative alternatives out of fear that the alternatives may be more expensive or out of reach.



Public Access points are plentiful in the Village, but could use improvements to enhance and expand their use and attractiveness. Source: Village of Margaretville Comprehensive Plan Committee.

The Village adopted traditional forms of regulation in an effort to protect the land use and natural resources, including the Site Plan Review and Zoning Ordinance. Concerns have been raised for possible regulation of outdoor wood boilers and the need to adopt subdivision regulations. Signage placement and configuration is problematic and difficult under the sign regulations adopted by the Village. Recent proposed development and the development of this comprehensive plan raised concerns whether the existing regulations are working adequately or are even appropriate to protect the village in terms of design, siting, density and usage considerations.


Business Zoning District
Industrial Zoning District
Walnut St
Bridge St
Academy St
Main St
Fair St
28
Location Map
Industrial Zoning
Village of Margaretville
Business & Industrial Zoning Districts
Legend
Zoning Districts
Business
Industrial
Water Course
Parcel Boundaries
Roads
Creation Date: February 28, 2008
Produced by the
Delaware County Planning Department GIS
Scale: 1" = 800'
0 400 800 1,600 Feet
Scale: 1" = 600'
0 300 600 1,200 Feet
N
S
E
W


Walnut St
Bridge St
Academy St
Main St
Fair St
28
N
W
E
S
Village of Margaretville
Land Use Classifications
Legend
Agricultural District
Roads
Water Course
Land Classifications
Agricultural (100)
Residential (200)
Vacant Land (300)
Commercial (400)
Community Service (600)
Industrial (700)
Public Services (800)
Land Use Data Date: June 2007
Creation Date: February 28, 2008
Produced by the
Delaware County Planning Department GIS
Scale: 1" = 800'
0
400
800
1,600
Feet

A Vision for Our Land Use and Natural Resources

The Village of Margaretville's land use and natural resource programs promote:

- A walkable, vibrant central business district
- Quiet and child-friendly residential neighborhoods
- Attractive and informative signage
- A visitor-friendly environment
- Context sensitive development
- Streamlined processes for zoning, site plan review and subdivision
- Balance between flood protection, waterway enhancement and use
- The importance of natural resources when planning development programs

I. Protecting Natural Resources

The natural resources goal for Margaretville is:

- *To preserve, protect and appreciate the natural resources that give Margaretville its unique place in the world.*

Recommendations:

Margaretville is a jewel in a setting. Advocate protecting and preserving Margaretville's setting and sense of place.

Conduct inter-municipal planning with the Town of Middletown and the Village of Fleischmanns to plan for the boundary areas surrounding the Village.

Actively participate in the Town of Middletown Comprehensive Planning program.

Identify important view sheds that are essential to the scenic quality of the Village.

Determine if there are any concerns, interests or issues associated with keeping them preserved and protected.

Actively participate in the Coalition of Watershed Towns in order to advocate and promote an agenda that addresses flood mitigation.[26]

Capitalize on the recent agreement between NYC DEP and NYS DEC that provides recreational access to city-owned lands by understanding the terms of the agreement, identifying included parcels and promoting their use and enjoyment by citizens and visitors.

Develop a Green Infrastructure* Plan

**Green infrastructure is defined as an interconnected network of waterways, wetlands, woodlands, wildlife habitats and other natural areas of significance.*

Connect, interpret and develop a contiguous park and trail system within the Village.

- ✓ Begin a regional effort to interconnect the system with other trail systems outside the Village.
- ✓ Utilize, where appropriate, the 2001 Village of Margaretville Revitalization and Recreational Use Plan, particularly because it contains a wealth of drawings, cost estimates, materials list and other useful components that can be incorporated into a green infrastructure plan[8] Furthermore, the plan has a great deal of merit due to the fact that its concepts germinated from community design charettes attended by over sixty residents who contributed time and energy to the effort. These design scenarios provide a wealth of project ideas to enhance the greenway plan. Incorporate into this green infrastructure plan the city and village-owned parcels that are located within the village limits.

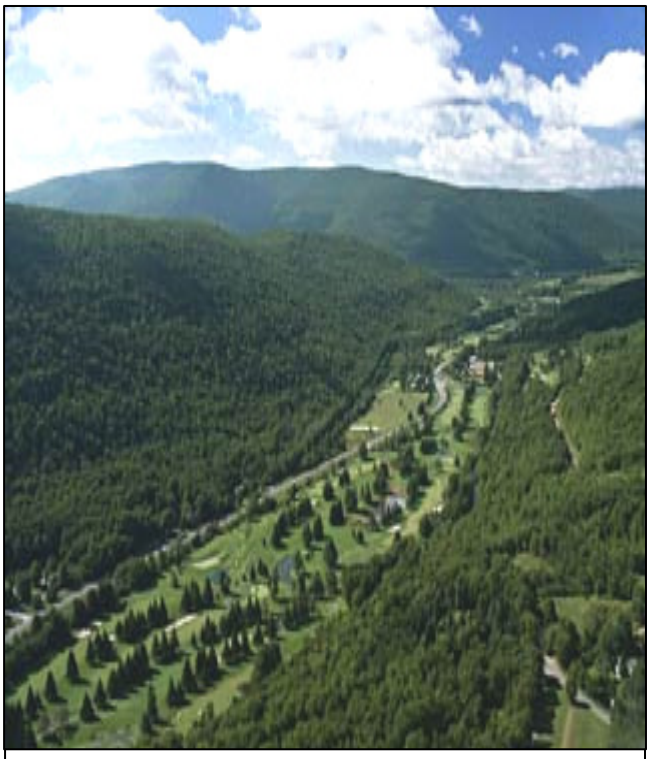


Village of Margaretville Binnekill Park is one of many green places within and adjacent to the Village that could be connected through a Green Infrastructure Plan. Source: Village of Margaretville Comprehensive Plan Committee.

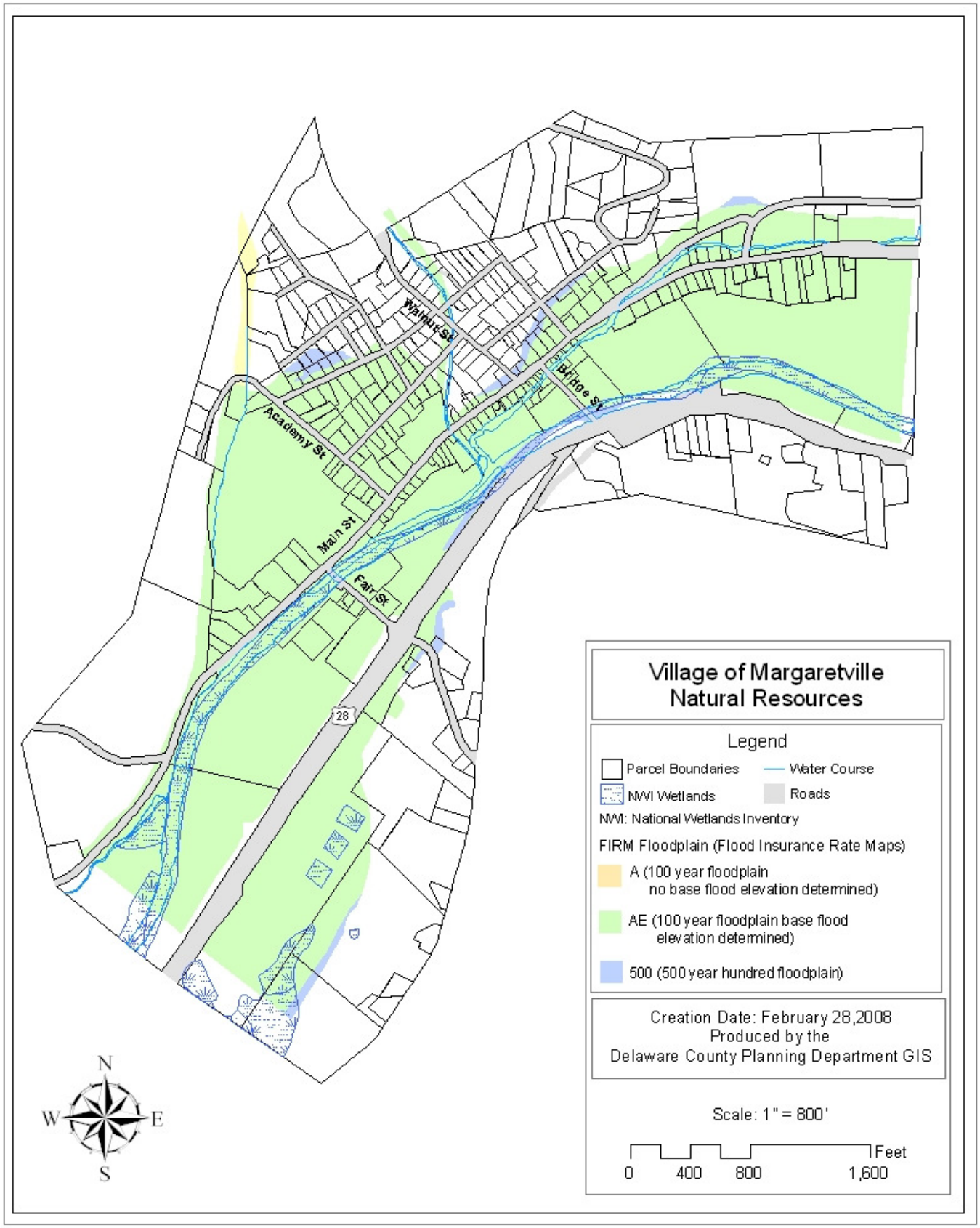
- ✓ Institute an ongoing tree planting program to provide shade in the summer and to support a pedestrian-friendly environment.

Continue to develop excellent projects, such as the Pavilion, that combine appropriate flood plain design, architectural integrity and scale with community collaboration. [45]

Identify Important View Sheds that are essential to the scenic quality of the Village.

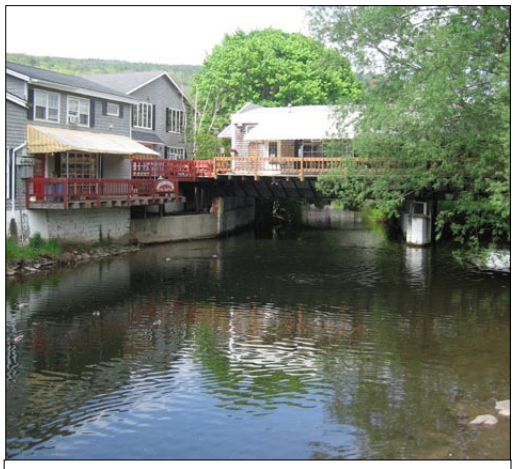


Scenic Vistas are valuable assets to the Village since they enhance property values and entice visitors to the Village. While they may be outside of the Village limits, their status and protection are no accident and are in the best interests of the Village. Source: Village of Margaretville Comprehensive Plan Committee.

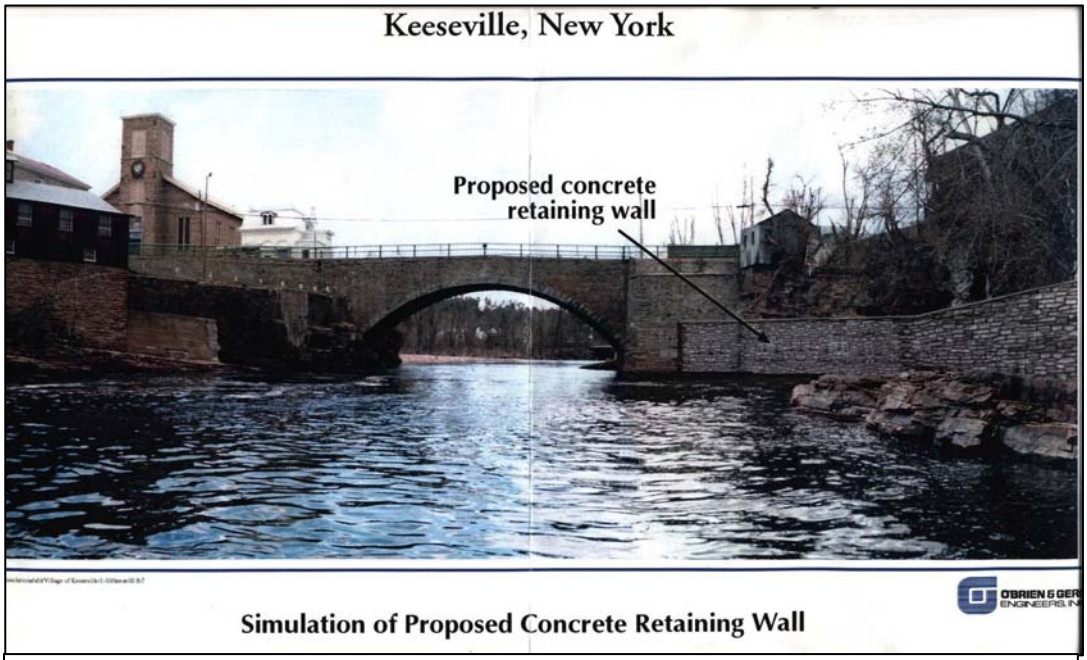

Walnut St
Bridge St
Academy St
Main St
Fair St
28
N
W
E
S
Village of Margaretville
Natural Resources
Legend
Parcel Boundaries
Water Course
NWI Wetlands
Roads
NWI: National Wetlands Inventory
FIRM Floodplain (Flood Insurance Rate Maps)
A (100 year floodplain
no base flood elevation determined)
AE (100 year floodplain base flood
elevation determined)
500 (500 year hundred floodplain)
Creation Date: February 28,2008
Produced by the
Delaware County Planning Department GIS
Scale: 1" = 800'
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800
1,600
Feet

The waterfronts of Margaretville are among its most important natural assets. Stewarding these assets is important to quality of life. Enshrine the river as a recreational selling point and an important business asset.

- ✓ Encourage a long-term program of river stewardship.[20]
- ✓ Frame every investment in the river systems using life-cycle costing approaches and alternative technologies so that new ideas are always brought to the table. In this way, the results will blend architectural integrity, beauty and safety together so that the Village has the benefits over the long term. This has been accomplished in Keeseville through SEMO and FEMA in the AuSable River Hazard Mitigation Project and it can be accomplished in Margaretville [20 & 8]



Margaretville Binnekill Park
Source: Village of Margaretville Comprehensive Plan Committee



This simulation illustrates the use of natural materials and alternative approaches to address hazard mitigation within an historic district using SEMO funding.
Source: Village of Keeseville, New York

Hazard mitigation measures should be implemented with any new construction. However, they should be implemented using natural materials, scale and texture appropriate and sensitive to this important aesthetic Village resource.

Address the seasonal/periodic flooding in a visually sensitive manner. Tie together storm water management approaches to green infrastructure planning so that flash flooding is reduced and mitigated through the Village's green infrastructure.[74]

- ✓ Follow through on the Margaretville Binnekill Bulkhead that is currently in the development of final plans. Ensure that the project design blends well with the built and natural surroundings.[62]
- ✓ Monitor the East Branch Delaware River Demonstration Project funded by the NYCDEP and NYSDEC to determine whether the three rock vane structures with rock toe protection actually minimize sedimentation and enhance riparian buffers. Determine whether the natural flora overtake these structures and camouflage them, returning the river environment to a natural vista.[62]



2001 Flood
Source: Village of Margaretville Comprehensive Plan

- ✓ Implement the recommendations of the 2003 Storm Water Infrastructure Inventory Report[86] prepared for the Village of Margaretville by the Delaware County Planning Office including:
  - ☑ Creation of a Storm water Management Plan
  - ☑ Enactment of a local storm water ordinance, including incorporating by reference the new Phase II storm water regulations for construction activities greater than one acre, and be consistent with the Village's land use laws and the agreements with the City of New York.
  - ☑ Preparation and implementation of a capital improvements program for storm water improvements include those specified above in this section and elsewhere in this plan.
  - ☑ Institution of a storm water operations and maintenance program as more fully described in the Inventory Report.

- ☑ Implementing a public education and outreach program stressing the maintenance of private storm water systems, control of erosion and control over sources of storm water and runoff.

Adopt the following Stream Stewardship Principles (incorporated by reference from the East Branch Delaware River Stream Corridor Management Plan[62])

Work toward the protection and/or restoration of:

- ✓ The environmental services provided by streams and floodplains
- ✓ The health of stream and floodplain ecosystems
- ✓ The naturally effective channel form and function of streams
- ✓ Floodplains as part of the natural stream system
- ✓ Riparian buffers

In the process of managing streams to protect public safety and infrastructure, avoid threatening:

- ✓ Stream health - upstream or downstream
- ✓ The upland ecosystem through which the stream runs
- ✓ The stream bank stability of neighboring properties

Best Practices Cameo:

Hoosic River Greenway and Little AuSable River Trail

Governor Eliot Spitzer recently announced $25.3 million in Environmental Protection Fund (EPF) grants, many of which will aid trail, greenway and park projects across the state. Two of Parks & Trails New York's Healthy Trails, Healthy People program projects received awards. The Hoosic River Watershed Association, in partnership with the Village of Hoosick Falls, will use $100,000 to help create the 2.5-mile Hoosic River Greenway adjacent to the Hoosic River in Rensselaer County. The Greenway will run through the Village providing recreational opportunities and access to shops, restaurants and the business district. The Clinton County Town of Peru in northern New York was awarded $140,000 to create a park at the historic Mason & Sons sawmill site. The park will also serve as the trail head to the 3.5-mile Little AuSable River Trail presently being developed by the community using $500,000 in Transportation Enhancements Program funding awarded in 2006.

The EPF, created in 1993, is primarily funded through the real estate transfer tax and provides a dedicated source of funding for a variety of environmental projects and programs administered by the Office of Parks, Recreation and Historic Preservation, the Department of Environmental Conservation, and the Department of Agriculture and Markets. With passage of the Environmental Protection Fund Enhancement Act in 2007, the EPF will increase from $225 million to $250 million in 2008 and to $300 million thereafter. The EPF funds farmland preservation, park and trail development and acquisition, waterfront revitalization, municipal recycling, open space land acquisition, farmland protection, wastewater treatment projects, invasive species management, and Ocean and Great Lakes initiatives.

II. Smarter Growth and Land Use

The land use, local development policy and growth goals for Margaretville include:

- *Determining a clear identity for Margaretville in the 21st century, gaining community consensus around the vision and then taking action to create the identity.*

- *Carefully developing the remaining land in the village.*
- *Carefully considering the presence of an active Agricultural District within and adjacent to the Village boundary.*[89]
- *Reviewing, modifying and adopting appropriate laws and regulations that enable the government of Margaretville to enforce compliance with guidelines that reflect the citizens' desires for the management and land use of the community.*
- *Considering the impact of each and every land use decision as affecting the future of the village and its quality of life.*
- *Ensuring that the Village has the finest planning, science, and citizen participation resources available so that decisions are made in the best interests of the village as a whole.*

Recommendations:

Evaluate the Village's land-use laws and adapt them to correspond with the recommendations of this plan, which are the dictates of the citizenry, and the new opportunities that arise as the result of its implementation.

Consider a dramatic and progressive approach that embraces a new paradigm – a form-based code also known as a "visual zoning ordinance" for at least the commercial district of the Village Zoning ordinance. Form-based codes are a new tool borrowed from urban places. Once they are developed, permits are relatively easy to obtain because most of the development decisions were made through the community planning process up front. The adoption of a form-based code may substitute for a revision of the site plan review law and other regulations within the commercial district and streamline the Villages planning regulations. The visual, architectural and feel of downtown can be retained as new businesses and development are incorporated into the physical fabric of the area.

Definition of a Form-Based Code

Provided by Peter Katz, President, Form-Based Codes Institute
(**http://www.formbasedcodes.org**):

Definition of a Form-Based Code: Draft Date: June 27, 2006*. A method of regulating development to achieve a specific urban form. Form-based codes create a predictable public realm by controlling physical form primarily, with a lesser focus on land use, through city or county regulations.*

Form-based codes address the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks. The regulations and standards in form-based codes, presented in both diagrams and words, are keyed to a *regulating plan* that designates the appropriate form and scale (and therefore, character) of development rather than only distinctions in land-use types. This is in contrast to conventional zoning's focus on the segregation of land-use types, permissible property uses, and the control of development intensity through simple numerical parameters (e.g., FAR, dwellings per acre, height limits, setbacks, parking ratios). Not to be confused with design guidelines or general statements of policy, form-based codes are regulatory, not advisory.

Form-based codes are drafted to achieve a community vision based on time-tested forms of urbanism. Ultimately, a form-based code is a tool; the quality of development outcomes is dependent on the quality and objectives of the community plan that a code implements.

Form-based codes commonly include the following elements:

Regulating Plan. A plan or map of the regulated area designating the locations where different building form standards apply, based on clear community intentions regarding the physical character of the area being coded.

Building Form Standards. Regulations controlling the configuration, features, and functions of buildings that define and shape the public realm.

Public Space/Street Standards. Specifications for the elements within the public realm (e.g., sidewalks, travel lanes, street trees, street furniture, etc.).

Administration. A clearly defined application and project review process.

Definitions. A glossary to ensure the precise use of technical terms.

Form-based codes also sometimes include:

Architectural Standards. Regulations controlling external architectural materials and quality.

Annotation. Text and illustrations explaining the intentions of specific code provisions.

Eight Advantages to Form-Based Codes

Provided by Peter Katz, President, Form-Based Codes Institute (http://www.formbasedcodes.org):

1. Because they are prescriptive (they state what you want), rather than proscriptive (what you don't want), form-based codes (FBCs) can achieve a more predictable physical result. The elements controlled by FBCs are those that are most important to the shaping of a high quality built environment.
2. FBCs encourage public participation because they allow citizens to see what will happen where – leading to a higher comfort level about greater density, for instance.
3. Because they can regulate development at the scale of an individual building or lot, FBCs encourage independent development by multiple property owners. This obviates the need for large land assemblies and the megaprojects that are frequently proposed for such parcels.
4. The built results of FBCs often reflect a diversity of architecture, materials, uses, and ownership that can only come from the actions of many independent players operating within a communally agreed-upon vision and legal framework.
5. FBCs work well in established communities because they effectively define and codify a neighborhood's existing "DNA." Vernacular building types can be easily replicated, promoting infill that is compatible with surrounding structures.
6. Non-professionals find FBCs easier to use than conventional zoning documents because they are much shorter, more concise, and organized for visual access and readability. This feature makes it easier for non-planners to determine whether compliance has been achieved.
7. FBCs obviate the need for design guidelines, which are difficult to apply consistently, offer too much room for subjective interpretation, and can be difficult to enforce. They also require less oversight by discretionary review bodies, fostering a less politicized planning process that could deliver huge savings in time and money and reduce the risk of takings challenges.
8. FBCs may prove to be more enforceable than design guidelines. The stated purpose of FBCs is the shaping of a high quality public realm, a presumed public good that promotes healthy civic interaction. For that reason compliance with the codes can be enforced, not on the basis of aesthetics but because a failure to comply would diminish the good that is sought. While enforceability of development regulations has not been a problem in new growth areas controlled by private covenants, such matters can be problematic in already-urbanized areas due to legal conflicts with first amendment rights.

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More traditional recommendations include:

- ✓ Amending the zoning ordinance to increase density and vertical development within specific zones such as commercial and industrial.
- ✓ Determining whether the quantity of commercial and industrially zoned land in the Village contributes to sprawl and vacancy rates and whether reducing the quantity of zoned land in tandem with tighter controls in Middletown can focus development into the Village.
- ✓ "Funnel new retail growth downtown. (While the following examples are more urban in nature, the concepts and sense of focusing development in the central business district still apply and are widely supported by Main Street experts and rural development professionals. In fact, examples such as these are cited by the State of Maine for the benefit of its rural towns and villages.) St. Petersburg, Florida; Hailey, Idaho; and San Luis Obispo, California; are among the cities that require developers to fill downtown vacancies and open lots before building on the outskirts of town."
- ✓ Hailey, Idaho - The town's Comprehensive Plan states that the downtown "should be the primary commercial center of the community." The city's policy clearly delineates the downtown's geographic boundaries and calls for developing any vacancies in the downtown district prior to allowing commercial growth in other areas. In 1995, the Idaho Supreme Court upheld this policy, noting that "preserving. . . the economic viability of a community's downtown business core can be a proper zoning purpose."[57]

Determine whether the Site Plan Review Law is consistent with the Comprehensive Plan.

Re-examine the Site Plan Review Law in detail, as well as the variance and permit granting history, to determine whether in its content, standards, enforcement or permitting process, it is consistent with the Comprehensive Plan.

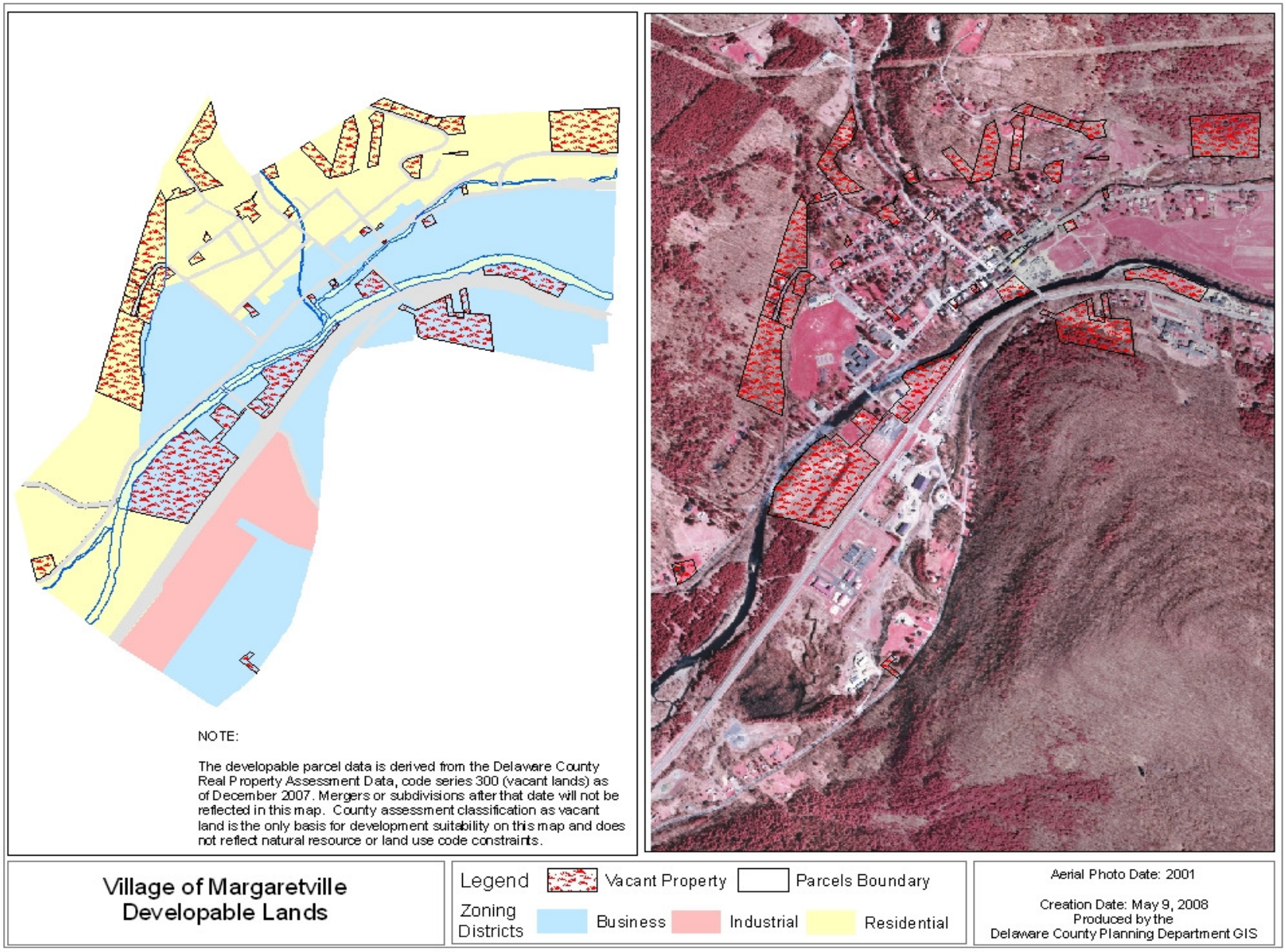
- ✓ Ensure that Site Plan Review Law is streamlined, timely, and welcoming of new businesses without undue delays.
- ✓ Provide design guidelines and design review that reinforces the Village's vision for revitalized commercial and residential neighborhoods that are vibrant and cohesive in appearance. "Require that new development resemble traditional retail districts. Brunswick, Maine, insists that new commercial development resemble its traditional downtown by mandating two story buildings, no set-backs, parking in the rear, glass storefronts, and frequent pedestrian entryways."[57]
- ✓ If it is determined that the law or its implementation does not promote good design or efficient land use, consider amending and changing the law to adopt clear and streamlined provisions that address building and site layout, design, landscaping, signage (see sign law), etc. that help projects fit into the community's vision.

- ✓ Site Plan Review Laws can also be used to promote landscaping of properties that are slated for construction activities, curb the removal of street trees, encourage replanting (good for air quality), promote planted buffers between uses, and discourage the use of impervious surfaces (storm water and flood control).
- ✓ Site Plan Review Laws and the accompanying design review are great tools that can preserve the character of Margaretville and promote good projects, careful design and community input into decisions that last lifetimes.[43 & 44]

Deter professional offices from purchasing housing on back streets and in-home businesses from locating in residential areas.

Some possible zoning approaches include limiting allowable in-home business uses to those that: don't promote street traffic, provide on or-off site parking, and do not change the floor area or exterior conditions of the structure. This encourages businesses that promote retail commerce to locate on Main Street.

- ✓ Adopt subdivision regulations that consider the future land uses the Village envisions for the few undeveloped parcels.
- ✓ Ensure that the subdivision regulations in the process of being written by the Village are consistent in philosophy to the goals, recommendations and mission outlined in the Comprehensive Plan.


NOTE:
The developable parcel data is derived from the Delaware County Real Property Assessment Data, code series 300 (vacant lands) as of December 2007. Mergers or subdivisions after that date will not be reflected in this map. County assessment classification as vacant land is the only basis for development suitability on this map and does not reflect natural resource or land use code constraints.
Village of Margaretville
Developable Lands
Legend
Vacant Property
Parcels Boundary
Zoning Districts
Business
Industrial
Residential
Aerial Photo Date: 2001
Creation Date: May 9, 2008
Produced by the
Delaware County Planning Department GIS

Conduct a review of the standards, guidelines and operating procedures utilized by the Code Enforcement Officer (CEO), Planning Board (PB) and Zoning Board of Appeals (ZBA) and recommend tools and techniques, technology and training to these individuals to promote consistency between the Comprehensive Plan, land use laws and decision-making.[64]

Draft forms and other materials for the village to provide administrative guidance to the Planning and Zoning Board and CEO on the interpretation and implementation of the land use laws for use in project review.[64]

- ✓ Factor in the presence of an Agricultural District within and adjacent to the Village boundary in the land use design, review procedures and deliberations, including project review and permitting of specific projects in the Village. In doing so, the Village will comply with "Article 25-AA of the Agriculture and Markets Law and shall not unreasonably restrict or regulate farm operations within agricultural districts, in contravention of the purposes of this article unless it can be shown that the public health or safety is threatened."[89]
- ✓ The Delaware County Agricultural and Farmland Protection Plan[89] recommends communities:
  - ☑ Require buffer strips as part of non-agricultural development in or near existing farms.
  - ☑ Provide a development bonus when a percentage of the parcel is retained as farmland and residential subdivisions are clustered.
  - ☑ Provide a development bonus when large areas classified as prime are excluded from development and preserved for agriculture.
  - ☑ Institute an Agriculture Overlay Zoning District as an additional protective layer.
  - ☑ Enforce tax abatement penalties for farmland conversion to non-farm use in order to maintain the integrity of the agricultural value exemption program.
    - Allow for agricultural uses, farm structures, practices and farm operations in the Village's land use laws, unless it can be demonstrated that public health and safety are threatened.
    - Review each provision of Article 25 AA and applicable case law for zoning and site plan review. Conduct an evaluation of the Village's land use laws to determine and reconcile conflicts between the documents. For example, the construction of "on-farm buildings" and range of agricultural land uses should be exempt to site plan review, special use permits or non-conforming use requirements, unless the Village utilizes the site plan review model for agricultural purposes established by the Department of Agriculture and Markets.[90]
    - Consider the adoption of a Right To Farm Local Law
    - Follow the required protocol of the New York State Agricultural District Law[90] (as it changes from time to time) including: preparing the

Agricultural Data Statement, notifying adjacent owners of farmland about applications for special use permits, site plan approvals, use variances, or subdivision approvals under local review, and evaluating the possible impacts of the proposed project so that the review board decision does not contradict the goals of the Agricultural Districts Law.

- Be aware of the fact that the Commissioner of Agriculture and Markets is an arbiter of cases determining whether land use located within an agricultural district is agricultural in nature in order to protect farmers in the event a local planning decision disallows a farm-related use under a local zoning ordinance.

Adopt the following principles and standards (Developed by Ann Ruzow Holland and used with permission-all copyrights reserved 64) **and apply them consistently to the Village's Land Use Program:**

Integrated and Holistic Community and Land Planning occur. *Community development and land use planning are integrated from the onset and are included in the planning process as well as the implementation process.*[64]

Citizens are welcome at the "Planning Table". *From the onset, the local government encourages the participation of all interested groups in the community and invites them to the table throughout the planning and decision-making processes (such as Comprehensive Plan, Local Laws, and Individual Project Review).*[64]

Exemplary Design focuses on creating new uses in existing communities from the inside out. *Infill, adaptive reuse, conservation of existing building stock and concentrating development through the use of intensity, density and mixed-use development is encouraged. These are accomplished through exemplary design and with respect and appreciation for historic properties.*[64]

The Planning Process and Products are efficient and effective. *The planning process is grounded in foundation legal documents. These are understandable, up to date, accessible, streamlined and complementary to one another.*[64]

The Planning Program is horizontally and vertically integrated. *The planning process and its legal instruments, follows a logical (and legal) progression from comprehensive planning, through the development of local laws. It includes a creative, flexible, streamlined and complementary group of incentive based and regulatory approaches (specific ordinances, zoning, water quality, architectural review, historic preservation, site plan and design review, sanitary and building code, subdivision, special use, overlay districts, etc) that are vertically integrated and coordinated with regional or higher level planning review.*[64]

Equitable Representation in decision-making bodies. *The membership of the governing bodies of the decision making authorities represents a well balanced mix of the entire community and not JUST the builders, developers, contracts and real estate interests in the community. The process is not dominated by one or a few interest groups.*[64]

Citizen Planners make consistent Project Review decisions based upon standards and guidelines. *Operational concerns at the local planning board level are addressed by providing*

very specific, comprehensive, and adequate standards, guidelines, and clear processes (and easy to follow checklists, and instructions) to implement local planning programs in a consistent and effective manner. Such guidance is available for standard decision making, such as permit granting, as well as for variances and denials.[64]

Science informs the process. *Information about soils, slope, critical environmental areas, wetlands, wildlife, water and air quality, etc. are "used" (identified, mapped, impacts assessed) throughout the planning and decision-making process to inform decision making and avoid decisions that are counter-intuitive to good science without strong, compelling reasons.*[64]

An Environmental Review Process is used at the Project Review Stage. *The process utilizes a comprehensive environmental impact or assessment that is based upon good science, open to scale changes each and every time an action or project is presented for decision by the public body, particularly after comprehensive planning is completed and planning legislation is implemented.*[64]

Independent Validation of developer's data provided. *Provision is made by the local government for independent validation through consultation, hiring of staff or other resources of scientific data provided by developers or project agents.*[64]

Environmental Review considers scale. *Science considerations are adjusted in scale from site to neighborhood to region based upon the ecological implications and environmental impacts of the project and the environmental review is sensitive and considerate of this possibility.*[64]

Science dominates the project review of each and every project. *Science is considered equally important in project review for a single family dwelling as it is for a large subdivision or commercial project and the community recognizes cumulative impacts from single projects over time.*[64]

Enforcement is serious business. *Enforcement is taken seriously by the local government and by the community. Fines are set at levels that create realistic deterrents and punitive considerations and do not represent values that reflect a cost of doing business.*[64]

Planning is an ongoing process conducted in a supportive environment. *The development and updating of comprehensive plans, ordinances and laws, as well as the land use decision-making-process, is conducted in an institutional environment supportive of good planning. Resources are adequate and information is up to date to provide volunteers, citizen planners and local staff with the information they need to make decisions in the public interest. Regular and specialized training is provided. Emphasis is placed on periodic reevaluation on a regular schedule with input from the community at large.*[64]

Community acts as citizen advocate, watchdog and eager participant over the long term. *The comprehensive plan is periodically updated on a regular schedule through the involvement of the community. The community advocates for the updating process and regularly reconciles progress on the planning program and evaluates the accuracy of the program's implementation to the vision and goals' statements. The community acts as the advocate and watchdog for the process.*[64]

As part a comprehensive signage strategy for the Village, overhaul the sign ordinance, supporting design standards and offering practical relief to Main Street retailers and local promoters of special events.

Adopt sign and design standards to compliment a revised sign ordinance.

- ✓ Many communities, including the Village of Catskill, City of Saratoga, Cooperstown and Village of Keeseville have adopted sign ordinances and standards that may be good models for Margaretville.
  - ☑ In addition, non-conforming signs are "grandfathered", but might be brought into conformance using an inclusive clause that schedules changes over a period of time.
- ✓ The permitting and review process, as well as the adopted standards should consider the needs of local businesses. This includes streamlining the process to make permitting easier.[35]

Prior to initiating sign and design standards or revising the Village's sign ordinance, the community and the Village should evaluate business signage in a comprehensive manner, including DOT directional and interpretive signage as it relates to conducting business in the village. In addition, the Village would benefit from working with DOT to install directional and interpretive signage that helps bring people into the Village.

- ✓ Incorporate recommendations provided in other sections of the plan into the strategy and create a signage task force to spearhead the implementation of the plan recommendations
  - ☑ Once signage recommendations are adopted, create a brochure with illustrations for business owners as a convenient reference and distribute throughout the community.[79]

Adopt a local law restricting or prohibiting installation of outdoor wood boilers (OWB) that do not meet specific air quality standards.

According to a report released by former Attorney General Elliot Spitzer, "Towns and villages can evaluate the suitability of OWB operation in their jurisdictions. Just as local zoning codes can address activities that create nuisances and require permits or establish conditions for certain activities, communities can consider requiring permits before installation of an OWB, especially in more densely settled areas.

- ✓ In evaluating permit applications, determinations can be made whether local conditions such as setback distances, terrain, and sensitive neighbors such as schools, hospitals and residences are compatible with OWB operation.
- ✓ Local requirements could limit acceptable fuel to dry, natural, and untreated wood. A document acknowledging that limitation, signed by the OWB purchaser, could be filed with the local code officer, thereby becoming an enforceable condition of the usage of the OWB."[50]

In order to increase the physical development space in the village, evaluate whether transfer of development rights or annexation are options for the Village in order to increase the amount of land in the Village.

Best Practices Cameo:

The Brookings Institute: Make the Right Thing Easy

"If the downtown area around Santa Fe, New Mexico's much beloved and vibrant 400 year old Plaza burned to the ground, legally it would only be possible to rebuild strip commercial buildings…In downtown Santa Fe and dozens of others around the country, zoning and building codes of the past fifty years actually outlaw the necessary elements of walkable urbanism. ….often well-intended setback and floor-area ratios rules mean that new construction cannot maintain consistency with older historic structures. Also, excessive parking requirements can create large surface lots fronting once-lively streets, eroding the vitality of otherwise coherent places. Coupled with an emphasis on the separation of land uses and limited densities, downtown revitalization becomes nearly impossible from a legal perspective.

Rather than reform the existing zoning codes-which often make them even more confusing and cumbersome-it is generally best to throw them out and start from scratch, putting in place a new code that will make it easy to produce the density and walkability a downtown needs to thrive…..a "form-based code should be put in place that reinforces the development of walkable urbanism. Unlike traditional zoning codes, which focus on allowed uses, form-based codes focus on form, namely how building envelopes-and ultimately whole blocks-address the street. …the form-based downtown code encourages retail, residential or live/work on the first floor, and residential, hotel or office on the upper floors. It also recognizes that what is an office building today may be a residential building tomorrow, or vice versa."

III. Building Community Character

The quality of life and community character goal for Margaretville is:

- *Demonstrate pride in the community by executing design and landscape improvements that show care and consideration for the built and natural environment.*

Recommendations:

When working on new projects solicit new ideas and new approaches to promote exemplary design.

- ✓ Utilize life-cycle, cost approaches wherever possible to create economic scenarios that support long term financial answers to long term problems.
- ✓ Research and access the resources and new ideas that can be brought to a project by the faculty (architects, landscape architects, social scientists, and engineers) at universities.
- ✓ Explore alternative technologies to bring new ideas and approaches to existing problems facing Margaretville.[20]
- ✓ Expect developers to utilize great design through standard practice that requires infill, compact building and community design over sprawl. "Local stores in town centers require comparatively little infrastructure and make much more efficient use of public services compared to big box stores and strip shopping malls."[57]
- ✓ Encourage and welcome citizen participation. Facilitate participation by volunteer organizations. These organizations allow Margaretville to undertake and accomplish more without overburdening taxpayers by participating in a wide array of activities, projects, and tasks in the Village.

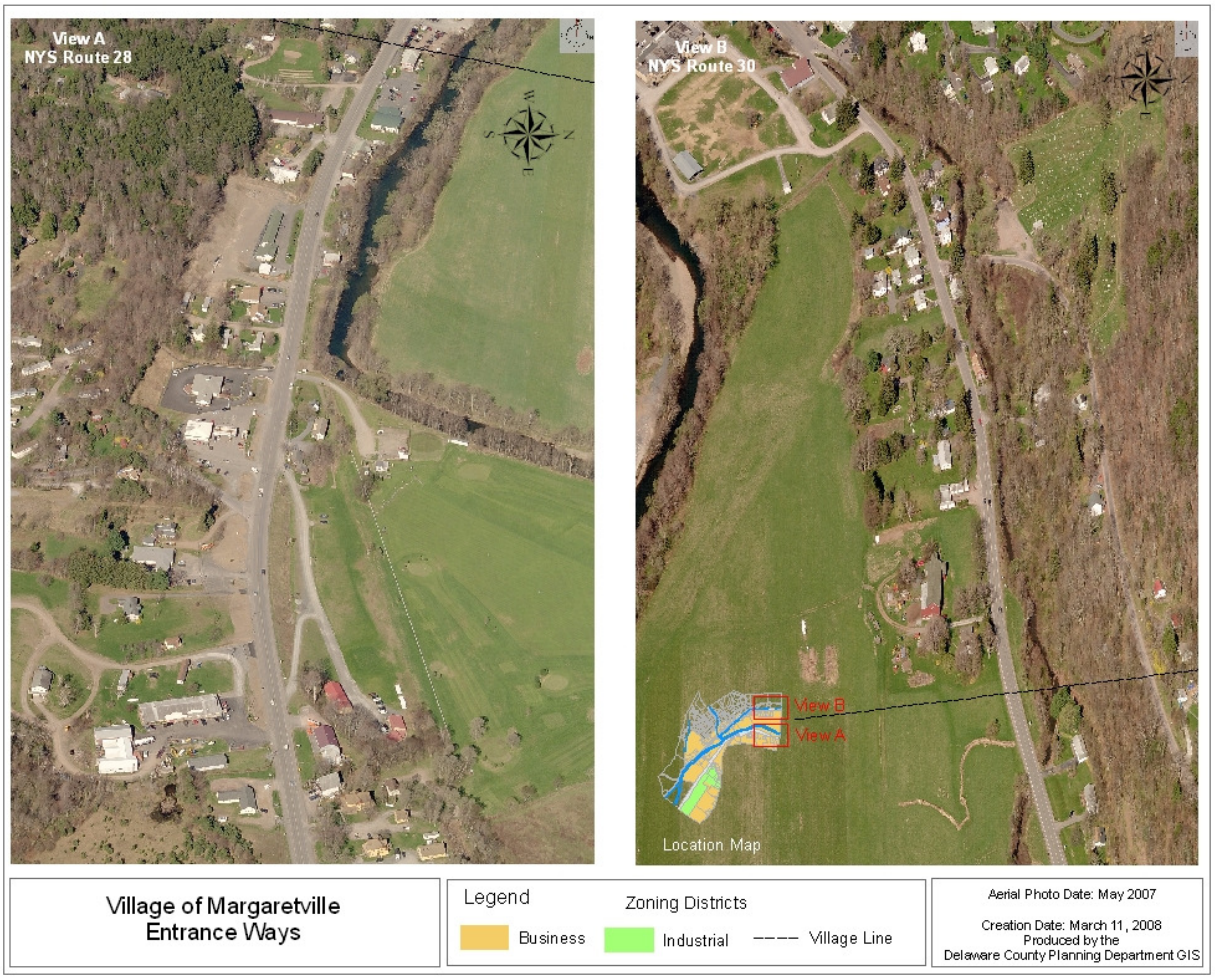


The landscape plan for the parking lot behind the Village Hall illustrates how small touches, such as a strong divider between the roadway and parking area, landscaping and pedestrian trellis, transform a sterile lot into an enhanced and valuable amenity.
Source: M-ARK

Take immediate and final action to implement plans for the Village entranceways!

In order to give the best possible first impression, and to help divert through traffic on Route 28 in particular, entranceways to the Village should be cleaned up, regularly maintained and significantly improved, making a strong, positive and clear impression that one is entering the Village.

- ✓ Review the recommendations cited in the 1991 and 2001 plans. The design plans in the Village of Margaretville Revitalization and Recreational Use Plan of 2001[8] are a good starting point. They provide design plans, concepts, materials lists, and cost estimates for village entrances.
  - ☑ Cull ideas that are still practical and feasible.
  - ☑ Review them with NYS DOT and implement them as soon as possible. Be prepared to negotiate with DOT over signage, sidewalks and amenities as they have jurisdiction on Route 28 and 30.
    - Of particular importance is NYSDOT's plan for the Route 28 Bridge replacement and access design.
- ✓ The entire community should consistently steward (care for, clean up and maintain) the river as well as the streets and sidewalks, including the entrances to the community so that the Village presents its best appearance.[32 & 8]
- ✓ Succeeding at diverting through traffic and encouraging occupants to stop, park and shop is the one sure way to promote commerce.



Clean the Village up.

- ✓ Routinely monitor and maintain streets, riverbeds, sidewalks, entranceways and right of ways.
- ✓ Encourage Restaurants and Bars to provide designated smoking areas behind, rather than in front of, their properties.
- ✓ Clean up Village-owned properties and screen them from public roadways.
- ✓ Plant trees and shrubs immediately.
- ✓ If more money is available, buy bigger trees!

Best Practices Cameo:

Belleville, Mifflin County: Enabling Change

"Downtown revitalization is just a piece of the broader efforts of the group, Village Pride (VP), which was organized to revitalize Belleville, a village in Union Township, Mifflin County. VP sees itself as an enabling organization and has served as a catalyst for broader economic development efforts. Project Impact, a cornerstone of the VPs program, has set out to mitigate the periodic flooding of Kish Creek that affects downtown. VP helped to obtain a $300,000 grant from the Federal Emergency Management Agency (FEMA), which has enabled the community to increase the creek's capacity to carry flood waters; help property owners better prepare for and deal with floods; and ***continue with efforts to restore the creek as the focal point of the community****. By removing the risk of flooding, VP's hopes are for downtown Belleville to become a more attractive location and for existing buildings to become more commercially viable candidates for adaptive reuse"*[6]



The proposed landscaping plan provides guidance for the location of trees and greenery as part of a community landscaping program.
Source: M-ARK



The Delaware River provides residents and visitors with an exceptional natural resource to draw upon.
Source: M-ARK

CHAPTER FOUR: OUR TRANSPORTATION AND PUBLIC FACILITIES

Margaretville Today[85]

Transportation and Circulation

The Village of Margaretville's historical role as a regional hub is enhanced by its strategic location at the intersections of Routes 28 and 30. As a commercial focal point, it is important that access and safety over these main routes is maintained for foot, bicycle and auto traffic.

Time and the elements cause the need for repair of sidewalks, roads and bridges. In general the village-owned roads and sidewalks are in good repair. From time to time flooding causes damage to roads, bridges, and sidewalks as well as normal traffic and weather wear. The bridge over the Delaware River on Route 30 requires replacement. The Binnekill walking bridge may also require replacement. Some streets and sidewalks have been repaired or replaced, others await repair. The village policy of sharing costs of sidewalk repairs is not actively used by property owners. Plans are afoot with the NYSDOT for widening of sidewalks along Route 28 and developing sidewalks associated with the Arkville water district improvements.

The dominance of automobile and truck traffic on Routes 28 and 30 are a blessing and a concern. The Village has expressed the desire for an alternative truck route because tractor trailers routinely become wedged in the tight turn onto Main Street, blocking traffic and creating a dangerous situation. There are safety concerns for pedestrians and auto accidents due to unsafe speeding and traffic congestion.

Bicycling, hiking and sightseeing are important means for visitors and residents to enjoy Margaretville's natural beauty. Discussions are underway to develop a trail linking Margaretville and Arkville that can be used by bicyclists and pedestrians because riding and walking on Route 28 is dangerous. New York State Department of Transportation is interested in promoting bicycle use, trail heads and scenic parking along Routes 28 and 30.

If someone wants to use public transportation to get to or from Margaretville, options are lacking. As a result, automobile dependency is very high and residents without an automobile must rely on family or friends to transport them. The Delaware County Health Department reports that a lack of public transportation combined with the inability of many economically disadvantaged and elderly people to own automobiles creates serious transportation difficulties for a significant share of the population.[87]

Water, Wastewater and Utilities

Margaretville has a wide array of public services and facilities that residents depend upon to make life easier day to day. When residents turn on their tap water it is important to know that Margaretville's drinking water meets the standards of New York State. When toilets are flushed,

sewage is transported to the City-owned wastewater treatment plant. Both the wastewater treatment plant and the water system have substantial available capacity, but there are a few improvement needs in both systems.

The wastewater treatment plant owned by the City of New York Department of Environmental Protection was upgraded in 2000. Nearly half of the collection system, also owned by the City, was rehabilitated in the last five years. In spite of upgrades the plant continues to be compromised by chronic infiltration problems and the remaining collection system and house connections still require attention. DEP reports that water infiltration and inflow problems dilute the sewerage and sap the treatment capacity. Connected to the infiltration and overflow problems is the issue of sump pumps. To confront this issue the Village recently enacted a sewer law which authorizes inspection and enforcement by the code enforcement office for proper disposal of sump pump effluent. As a result of this action, the New York State Department of Environmental Conservation lifted a Consent Order that placed a moratorium on building hookups to the system.

Other areas of concern are the places in the Village that are not connected to the wastewater system. Some of these properties may be relying on questionable systems. The DEP agreed to extend the sewer collection system to connect these properties. The Village is assisting to obtain permission from the property owners.[80]

Property owners depend upon a reliable electric supply and lighting. There are concerns for the aesthetics of lighting fixture design balanced with safety and efficiency in the downtown. Margaretville demonstrated concern for the environment within its utilities by adopting the Smart Energy Partnership *28* and the Margaretville Energy Program.

Margaretville offers most of the infrastructure needed for information. Telephone service is provided through an independent company, the Margaretville Telephone Company. There is cable service for television, including a local cable channel and access to the internet. There is newspaper coverage through the local paper. Cell phone use, however, is difficult - if not impossible.

Facilities and Services

The Village of Margaretville has many lovely places for visitors and residents of all ages to meet and enjoy its character, such as the Amphitheater, skate park, and Village Park. Restrooms exist, but are in need of maintenance and supervision in order to be suitable amenities for Village events and activities. The village continues to upgrade these facilities by building a Park Pavilion and repairing structures such as the Gottfried Building, home to the Village Offices. The Village Garage is also in good repair. For a pleasant and sanitary village, Margaretville provides litter and garbage control, and cemetery service. Village-wide recycling is provided through the Town of Middletown.

Margaretville serves as the regional heart for acute, primary and specialty care through Margaretville Memorial Hospital (MMH) and its sister facility, Mountainside Residential Care. MMH Hospital is a dynamic institution currently in the process of expanding its facilities and

services to respond to a changing population and health care environment. The hospital and its affiliated services are part of a larger health care system that includes the Delaware County Rural Health Alliance.[87]

Regarding safety, concerns have been raised for greater law enforcement coverage. There is no local plan in place for potential local impact of a terrorist attack on New York City.

A Vision for Our Transportation and Public Facilities

The village, in cooperation with state and local agencies, supports and sustains:

- Public transportation
- Expanded and well-maintained public facilities
- Expanded public services that use the best available technology
- Well-maintained roads, bridges and sidewalks
- Ample and convenient parking
- A globally connected communication system
- A School
- A Hospital, Nursing Home, Family Health Center and Senior Living Options
- Several Churches

I. Enhanced Transportation and Circulation

The transportation and circulation goal for Margaretville is:

- *Ensuring a safe, accessible and comprehensive, multi-modal transportation system available to residents and visitors.*

Recommendations:

Evaluate New York State's short and long term capital plans for the Route 28 Bridge.

The draft long range plan is over four years old and does not mention anything about the current capital projects plan for the Route 28 Bridge. There is inconsistency between correspondence and reports from DOT regarding the replacement of this bridge. Advocacy is needed. Immediate

and continued follow up with Region 9 is essential in order for the community to participate in the planning and to obtain the landscaping and other complementary amenities associated with the bridge's access and egress arrangements, as well as community input on bridge design.

- ✓ Collaborate with NYS DOT to design and install landscaping and appropriate amenities (trees, sidewalks, lighting, curbs, handrails, benches, etc.) on the access and egress points to the new bridge.
- ✓ Consult the 2001 Village of Margaretville Revitalization and Recreational Use Plan[8] for suggested improvements for Bridge Street.



View of Bridge Street entrance
Source: M-ARK

Bridges, whether they move automobile or pedestrian traffic, should be repaired or replaced as part of a capital asset management plan that the Village routinely uses for all its capital assets.

The footbridge over the Binnekill is an important link in a Green Infrastructure Plan or a walking tour. Its upkeep or replacement is essential to maintaining Margaretville's walkability for residents and tourists alike.

- ✓ Consider other footbridges across the Binnekill connecting the eastern end of Main Street with the Park, and connecting the Village Parking Lot with the River Walk.

Develop a "Complete Streets"[65] Approach for Margaretville.

Develop a new mindset that embraces the "Complete Streets" approach. The proponents of this concept believe, "….The streets of our cities and towns ought to be for everyone, whether young or old, motorist or bicyclist, walker or wheelchair user, bus rider or shopkeeper."

- ✓ Complete Streets include, wherever appropriate and possible, sidewalks, bike lanes and trails, wide shoulders, plenty of crosswalks, raised crosswalks, audible pedestrian signals, and sidewalk bulb-outs.

- ✓ An effective complete streets policy should prompt transportation agencies to:
  - ☑ Restructure their procedures to accommodate all users on every project.
  - ☑ Re-write their design manuals to encompass the safety of all users.
  - ☑ Re-train planners and engineers in balancing the needs of diverse users.
  - ☑ Create new data collection procedures to track how well the streets are serving all users.

Consult with Walkable Communities Program of the Smart Growth Network and NYS DOT to see what improvements can be made to Main Street and other areas of Margaretville to increase pedestrian safety and access. Utilize the exemplars provided by Walkable Communities at their web site to comparatively analyze Margaretville's streets and help determine the nature of improvements needed.[77]

- ✓ Consider relocating the traffic light on Main Street so that footing does not obstruct the sidewalk.
- ✓ At the intersection of Bridge Street (Route 30) and Main Street, consult with NYS DOT to improve pedestrian safety at the crosswalk and traffic light, perhaps through a "Barne Dance".
- ✓ Ensure that pedestrians can walk point-to-point from Margaretville Community Hospital to, for example, Margaretville Central School or Post Office.[35]
- ✓ Design and develop a pedestrian and biking trail between Margaretville and Arkville.
  - ☑ Create a connection with the proposed Community Center and Pool and the Water Discovery Center as a loop route.
- ✓ Resolve the safety problems with truck usage of the Route 28 Bridge.
  - ☑ Go back to the table with NYSDOT and bring the legislative delegation to the table.
  - ☑ Evaluate what the mitigating factors are that will allow NYSDOT to say yes to alternative routes so that trucks can avoid using the Route 28 Bridge.
  - ☑ Address safety concerns of the Village entrance at Bridge Street and Routes 28 and 30.

Organize a community transportation task force whose interest is to investigate improvements in transportation services for Margaretville.

- ✓ Investigate whether county public transportation and/or private transportation services (Trailways/Greyhound) might consider making a permanent bus stop in Margaretville. Determine whether issues, such as providing adequate pull off or "turn around" facilities might be provided by the Village as part of a service arrangement.
- ✓ Investigate any and all forms of public transportation, including shuttle service.

- ✓ Evaluate the feasibility of starting dial-up public transportation services for medical or general purposes.

Re-evaluate the Village cost-sharing policy to determine whether it hinders or helps efforts to present the community's public appearance as neat, caring, safe and clean.

If sidewalks remain in disrepair and the Village wants to promote walkable streets, safe conditions for pedestrians and improved appearance, then the policy may be working at cross purposes to the Village's goals.

- ✓ If organizations, such as the Middletown Historical Society are encouraging tourists to take a walking tour of the Village and the sidewalks are in disrepair, then the organizations need to align their goals and activities to support each other's activities.
- ✓ Sidewalks need to be accessible and in good repair to protect the health and safety of Margaretville's aging population.
- ✓ Evaluate capital planning for sidewalk repair and replacement and determine how to arrange sidewalk replacement so that schedules can align and use identical materials and construction methods.[35]



This streetscape illustrates action by design, not default; so many important community goals integrated in one snapshot and one small space: pride in one's community that spills over from the private space into the public space, an appreciation of color, preservation and protection of historic storefronts, exemplary retail marketing, pedestrian friendliness, good signage, etc. Source: Village of Margaretville Web Site

Best Practices Cameo:

Newport Borough, Perry County:

Leveraging Success

In 1990, in Newport Borough, Perry County, a handful of residents established Newport Revitalization, Inc. (NRI) to combat the decline of downtown. After enlisting the help of a consultant to design a streetscape, NRI also helped the borough secure nearly $800,000 in TEA-21 (Transportation Enhancement Act-21) funding from the state Department of Transportation's (PennDOT) Sustainable Streets Program. The money was earmarked to help reconstruct the main street by adding new crosswalks, lighting, and landscaping.[56]

II. Supportive Water and Wastewater Systems

The water and wastewater goal for Margaretville is:

- *Infrastructure in the Village supports the Village's sustainable development goals*

Recommendations:

Increase capacity at the Wastewater Treatment Plant.[80]

- ✓ Develop an understanding that wastewater management is related to water consumption and conservation, storm water and water quality. Margaretville's ability to grow and serve its residents is dependent upon this understanding and the partnership between the Village of Margaretville, the surrounding communities and the DEP.
- ✓ Develop an enforcement program that specifies regular and periodic on-site inspections for sump pump activity.
- ✓ Support DEP's efforts to continue to make capital improvements to the collection system, service connections and treatment plant.
- ✓ Obtain easements to add on unsewered properties within the Village.
- ✓ Develop a storm water plan to mitigate infiltration into basements.
- ✓ Adopt a Village-wide water conservation program

Continue to make improvements to the Village Water System.

- ✓ Repair or replace distribution system and storage reservoir.
- ✓ Make improvements with energy efficiency and water conservation in mind.
- ✓ The Village of Margaretville Source Water Protection Plan identifies the following recommendations that are incorporated by reference into the Comprehensive Plan:
  - ☑ Review each of the land use laws of the Village to determine their ongoing ability to protect the Village's water supply. Adopt modifications based upon review, based upon current planning practice.
  - ☑ Adjust the Zoning Map to include the Source-Water Protection Area.
  - ☑ Protection Area with provisions for making the boundaries flexible based on potential future changes.
  - ☑ Install proper signage to delineate the Source-Water Protection Area.

- ☑ Devise a plan for future maintenance and inspection
- ☑ Devise a plan for phasing out potential sources of contamination that have been "grandfathered" into the protection area.
- ☑ Develop an education program informing the residents of types of contaminants associated with various land uses, the health effects associated with these contaminants, and ways to prevent the contamination of groundwater.
- ☑ Develop a plan to incorporate groundwater modeling techniques to ensure the proper areas have been delineated.
- ☑ To improve the soil information, a study needs to be conducted that determines the land use history for the Source Water Protection Areas. This will help identify any contaminants that may already be in the ground from past use.

III. Energy Efficient Utilities

The utilities goal for Margaretville is:

- *Utilities support the Village's sustainable development goals.*

Recommendations:

Evaluate downtown lighting and determine whether existing lighting would be more appropriately replaced with fixtures that complement the architectural character and scale of Main Street.[8]

Consider Lighting Ambience of Downtown.

Promote Energy Efficiency and Conservation.

The Village should participate in the Green Communities Technology Service provided by Yellow Wood Associates in St. Albans, Vermont (www.yellowwood.org) in order to evaluate its management and operation of its capital assets in the most energy efficient manner.

Continue to participate in the Margaretville Energy Smart Partnership sponsored by the Village and the Chamber.[28]

- ✓ Support the development of the commercial and residential database to track energy costs and effectiveness.
- ✓ Promote business participation in the partnership's Energy Savings Analysis and NYSERDA low interest loan program.
- ✓ Monitor the progress of the partnership and ensure that the partnership's work is promoted throughout the county promoted throughout the community.

Consider ways that the Village can develop its energy-independence by creating its own off-grid sources of renewable energy.

Best Practices Cameo:

Adopt a Lamp Post

Enfield, New Hampshire

"Help to beautify Main Street by adding 2 decorative brackets, hanging baskets, flowers and an electrical outlet for lighted greens and decorations for the holidays. The cost for each lamp post is $450 and you can "adopt" one in memory or in honor of a special person. We'll be happy to add a small plaque to your lamp post to note the honoree. To see the prototype, please check out the lamp post on the corner of Shaker Hill and South Main Street. There are a total of 10 posts and 5 have been adopted already."[52]

IV. Advancing Communication

The communication goal for Margaretville is:

- *Develop Margaretville's communications systems so they support the 21st century lifestyles and economy.*

Recommendations:

Address the lack of cell phone service through creative means.

Discuss with Margaretville Telephone Company the options of a joint venture cell phone service.

- ✓ If the Margaretville Telephone Company is not interested, evaluate the options of establishing a cooperative or private cell phone service. Discuss with the telephone company potential partnerships focused on telecommunications upgrades that capitalize upon transitioning
- ✓ Negotiate with MTC or another vendor, the installation of public telephone(s) at key locations on Main Street as a temporary measure in lieu of cell phone service.
- ✓ Evaluate "open access" systems where network infrastructure is owned and operated independently from the service provider (much like electricity).[38]

V. Improved Facilities

The physical capital public assets goal for Margaretville is:

- *Providing public facilities that meet the needs of the community.*

Recommendations:

Develop indoor and outdoor public space for better use by citizens and visitors.

Take a thorough inventory of each public space in the Village.

- ✓ Determine whether outdoor spaces promote pedestrian gathering, sitting and other passive *activities that encourage residents and tourists to linger downtown.*
  - ☑ For example, determine the presence, absence and condition of park furniture, artwork, lighting, bike racks, refuse containers, access to restrooms, landscaping, condition of walkways, trails and paths, parking, etc.
  - ☑ Encourage public art and monuments to honor and adorn these spaces.

- ✓ Determine whether there is sufficient indoor public space to accommodate various sized community functions.
  - ☑ Are the library, school, village offices, etc. available, accessible and suitable for community use?
  - ☑ Keep public restrooms open in the park daily during activities and busy tourist seasons. Keep them maintained and clean. Sponsor a "Friends of the Park" group to help with such efforts.
  - ☑ The Gottfried Building might benefit from the development of a long term schedule of capital improvements and maintenance so that the Village can set aside a capital budget from the rental income to offset the cost of capital improvements anticipated at specific time periods.[46]
- ✓ Promote complementary commerce, recreation and cultural activities (see these sections) that draw people to these public spaces.
- ✓ Encourage community groups to help improve public spaces.
- ✓ Promote the new Margaretville Village Park Pavilion as a facility for public gatherings, private events, cultural functions, and other uses.
- ✓ Continue revitalization and beautification efforts in the Village Park, including efforts to better showcase the watercourses that uniquely define the Village.

Make a determination of the health care needs of the Margaretville area.

Work with area health care providers and the Delaware County Rural Health Alliance to develop the range of services to meet the identified needs

- ✓ Cooperate with the hospital and other providers to support specialty clinics.
- ✓ Recruit and retain health care clinical staff.[87]
- ✓ Create a task force to evaluate the possibilities of shortages of fire and emergency personnel for volunteer squads.[87]
- ✓ Work with area health care and housing providers to evaluate whether there is sufficient continuum of care housing and support services for seniors who require independent or assisted living, nursing or home care as they age in place.
  - ☑ Once a needs assessment has been conducted, develop a strategy to build facilities and programs adjacent or nearby existing health care facilities.

Best Practices Cameo:

Laceyville Borough, Wyoming County:

Persistence and Progress

Laceyville Borough, located between Route 6 and the Susquehanna River in northwestern Wyoming County, is home to approximately 450 residents. In 1997, the Laceyville Revitalization Association (LRA) set out to improve the appearance of the downtown. LRA also encouraged the borough to seek TEA-21 money for infrastructure improvements. Based on the borough's comprehensive plan (developed from a grant-financed consulting report), PennDOT awarded $91,000 for ***curbing, sidewalks, trees, light posts and benches.*** [56]

VI. Responsive Services

The public services goal for Margaretville is:

- ***Providing public services that meet the needs of the community.***

Recommendations:

Based on the County Emergency Management Plan, Prepare an Emergency Management Plan for the Village

- ✓ Review the County Plan.
- ✓ The Village's plan should be regularly updated and clearly communicated to the involved emergency agencies and the general public.

The Village should work with surrounding communities to increase law enforcement through a stronger police presence in and around the Village.

A stronger presence of state and local law enforcement personnel would enable road safety issues, such as speeding, to be addressed in a prompt and efficient manner and to deter such problems from interfering with the community's revitalization efforts.

Actively assist the fire department and other volunteer based public services, such as EMS to recruit and train members.

Consider ways to provide financial incentives to encourage participation.

Ensure that the Public Library has the funding it needs to provide expanded services and programs, including linking the community to other resources and programs through the regional library system.

Evaluate the comparative benefit of regional Community Trusts in lieu of establishing a local Community Foundation.

Evaluate whether local donors are utilizing the regional community trusts and what the giving patterns are relative to Margaretville area donors.

- ✓ If the community is satisfied with the institutional arrangements through the regional community trust, then increase its use as a conduit for charitable donations focused on projects and programs that benefit Margaretville. If not, study the potential of creating a community foundation for the Margaretville area.
- ✓ Work with local donors to insure that funding can flow through the trust to support local projects.

Chapter Five: Next Steps

The Village of Margaretville is home to 657 full time residents, both newcomers and long-timers, all who call it home. As a regional center, residents of surrounding communities and visitors to the region also depend upon Margaretville to serve their interests and needs. Acting on their behalf, members of the community convened over many months to talk about what constitutes the Village's character and describe its sense of place. We have puzzled over its features that we desire to retain, what we value about it, and what we wish to sustain into the future. We have articulated a plan that makes Margaretville a place that is memorable to the children, so that when they grow up and consider where they wish to live, they will want to come home – and they can.

The social capital network that supports our work has been strong. A good show of community support and participation each time meetings were held was encouraging to the work. Serious thought and engagement in the discussions characterized the entire process. Dialogue, commitment and enthusiasm were the watchwords. The community's collective behavior in this regard, align very closely with scholarly and professional literature, which indicates that Margaretville's demonstration of commitment to both the comprehensive plan process and follow through are a foundation for successful efforts at the community level – if the momentum is carried forward.

Citizen engagement and momentum are the catalytic actions that make the next steps happen. The Comprehensive Plan Committee that has acted as plan steward will be completing its responsibilities and moving on. Members of the community must ask themselves:

- Who steps up to the plate to act as the Plan sparkplugs?
- Who steps up to the plate to act as the cheerleaders?
- Who steps up to the plate to act as the nudges for the sparkplugs?
- Who will create a Village consciousness to check in periodically with the plan and the community to determine whether the community is still on course?

The Comprehensive Plan provides a general recipe for keeping what is best about Margaretville in place; all the best of small town rural life, lifestyle and population diversity, a budding art and culture scene, informal gathering places such as coffee shops and the Post Office. The Plan also recommends actions to showcase Margaretville's setting; mountain vistas and striking riverfronts, four seasons (plus mud season), streets that are walkable and compact, a quaint community with great people. The recommendations included throughout the Plan and Action Plan provided at the end of the document, require follow through in all instances for the vision to be realized.

By default and design, Margaretville's character has been preserved because development has been slow, but that is changing fast. Margaretville is following a path already worn by many communities and regions of the northeast, even some of the most isolated. And it doesn't hurt to be reminded of all the Smart Growth Principles and to look to other areas of the country to see the consequences of not following these principles. Next steps include a thorough review of the land use ordinances so they work with the community goals.

In 2001, the NewCities Foundation convened a blue ribbon group of government officials, journalists, educators, and consultants to define the issues affecting the survival and future of small cities and their surrounding regions. From this convention the panelists distilled twelve principles which they believe are "inherent and necessary to building an economy that matches with the requirements of the 21st century: social connections for citizens and quality of life that exudes the phrase: 'This is a good place to live, work and raise my children.'" [78] Citizens should consider making each and every decision, both large and small, that affect Margaretville's land, economy, quality of life and all the related factors, using these principles.

The 12 Principles are:

1) **Remain true to yourself.**
2) **Don't merely grow. Develop.**
3) **Buy locally; sell globally.**
4) **Connect to the outside world.**
5) **Recruit AND retain.**
6) **Build beautifully.**
7) **Steward the environment.**
8) **Contemplate youth and diversity.**
9) **Mimic bigness.**
10) **Rethink boundaries.**
11) **Feed the mind.**
12) **Nurture the soul.** [78]

Village Law Section 7.22 Paragraph 10 Periodic Review

According to New York State Village Law, this document shall be periodically reviewed by the Village Board and the community at maximum intervals of five years.

Acknowledgements

The Village would like to thank the Catskill Watershed Corporation for its generous donation of funding to support the development of the Comprehensive Plan. Appreciation is also extended to the Delaware County Planning Office for their assistance in preparing the colorful maps and aerial photographs included in the plan.
There are many other individuals and organizations, too numerous to mention by name that assisted in the development of this plan. We thank you for your advice, information, support, encouragement and comments.

VILLAGE OF MARGARETVILLE ACTION PLAN

REVITALIZING COMMERCIAL ACTIVITY	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Create a Main Street Management Plan	x	x		$45,000 one time	Private Foundation, public sources, such as Environmental Protection Fund, NYS Council on the Arts, Small Cities, DOS Waterfront Revitalization funding, etc.	Margaretville Village Board (Village) Central Catskill Chamber of Commerce (CCCC) The MARK Group (MARK) Catskill Center for Conservation and Development (CCCD) as administrators of area Smart Growth funds
Business Needs Assessment and Customer Assessment	x			$10,000 one time	Bank of American's Neighborhood Excellence Program, SUNY New Paltz students,	
Main Street Communications Strategy and Message	x	x		$20,000 initial plus ongoing investment	Local Fundraising	
Direct travelers off the highway and into downtown.	x	x	x			
Evaluate existing signage and develop new directional and interpretive signage	x	x		100,000 initial	NYS Department of Transportation, DEC, Local Community	
Give travelers a reason to leave the highway, disembark from their cars and spend money.	x	x	x			
Identify and develop complementary retail and tourism support services.	x	x	x	to be determined		
Gain cooperation from downtown businesses for uniform hours of operation.	x			No cost		

REVITALIZING COMMERCIAL ACTIVITY	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Study what other regions such as the Adirondacks or Vermont are doing in terms of regional and cooperative marketing. Create and apply a brand for Margaretville. Cooperate and integrate marketing programs, packages, and retail services with regional tourism, arts and cultural venues, agribusinesses, festivals and other events. Collect and evaluate Regional Asset inventories and post on the web. Develop guide services, package tours and other tourism support service venues.	x	x	x	to be determined		Margaretville Village Board (Village)
Provide adequate staffing for the information center. Provide hospitality training to retail staff.	x	x	x	10,000/year	Community or Private Foundation Funding	Central Catskill Chamber of Commerce (CCCC)
Evaluate the needs and benefits of outdoors vendors, and how they might add to the ambience and liveliness of the Village.	x			to be determined		The MARK Group (MARK)
Find ways to serve the existing residential consumer market and not let gentrification or tourism dollars obscure this important market share.	x	x	x	to be determined		
Support the continuance and promote the development of commercial and retail businesses that provide essential services.	x	x	x	to be determined		Catskill Center for Conservation and Development (CCCD) as administrators of area Smart Growth funds
Provide model business and marketing plans for prospective business owners.	x	x	x	$30,000/year	Rural Preservation Company Program, USDA and Private Foundation Programs	
Provide financial assistance and subsidies to purchase properties or existing businesses that are ready for retirement.	x	x	x	$2,000,000 capital investment	Restore NY, HUD Small Cities Program, USDA Small Business Development Programs, NYSDED, Main Street Revitalization Programs, Private Foundations	
Establish a micro-enterprise loan and grant program that underwrites entrepreneurs and small businesses that provide essential services.	x	x	x	$2,500,000 capital investment	Restore NY, HUD Small Cities Program, USDA Small Business Development Programs, NYSDED, Main Street Revitalization Programs, Private Foundations	

REVITALIZING COMMERCIAL ACTIVITY	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Utilize a Catalytic Development Company[58], Local Development Company or Land Trust model to purchase and re-sell or lease operations with covenants and/or rent subsidy supports to enable essential services to stay in place.	x	x	x	see above	see above	Margaretville Village Board (Village) Central Catskill Chamber of Commerce (CCCC) The MARK Group (MARK) Catskill Center for Conservation and Development (CCCD) as administrators of area Smart Growth funds
Support efforts to establish a grocery store and theatre to complement existing retail mix.[76]	x	x		see above	see above	
Provide financial and tax incentives for suitable and sustainable development.	x	x	x	see above	see above	
Develop the business infrastructure that supports a strong downtown economy.	x	x	x			
Develop a Parking Plan	x			$30,000 one time	Catskill Watershed Corporation, Smart Growth Funding (DEC), New York State Department of State, Office of Small Cities Planning Funding, Private Grants	
Evaluate the costs and benefits of districts and zone tools, such as Tax Increment Financing, Business Improvement Districts, and Empire Zones.		x		$5,000 one time	Community or Private Foundation Funding	
Continue to capitalize on public grants. Set aside funds so that resources are available to take advantage of opportunities as they become available.	x	x	x	$25,000/year	Community or Private Foundation Funding	
Identify core businesses that might benefit from succession planning and evaluate their status. With the agreement of the owner, package a contingency plan for business transfer.[18]	x	x	x	$7,500/year	Community or Private Foundation Funding	
Encourage non-governmental organizations to package entrepreneurial and educational services for retail businesses that enable them to electronically "follow their customer's home," thus achieving a higher operating capacity through web, wholesale and retail sales.		x	x	$5,000/client	Charge back to business based upon sales; Private Foundation or SBA, or Smart Growth Funding to upfront funding.	

REVITALIZING COMMERCIAL ACTIVITY	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Provide telecommunications infrastructure, marketing, promotion and media underwriting support.		x	x	$10,000/year	Charge back to business based upon sales; Private Foundation or SBA, or Smart Growth Funding to upfront funding.	Margaretville Village Board (Village) Central Catskill Chamber of Commerce (CCCC) The MARK Group (MARK) Catskill Center for Conservation and Development (CCCD) as administrators of area Smart Growth funds
Encourage facade renovations (both front and reverse).	x	x	x	$50,000/year	Main Street Revitalization Programs (Fed and State)	
Consider organizing a public or non-profit historic land trust to purchase or receive façade easements for the first foot (front or rear facing) of each building from the owners to manage and maintain them.		x	x	$75,000 initial	Private Foundation, public sources, such as Environmental Protection Fund, NYS Council on the Arts, Small Cities, DOS Waterfront Revitalization funding, etc.	
Consider various alternative approaches that may achieve the goals of extended businesses hours, generation of employment, sales tax etc. For example, purchase vacant buildings through a commercial land trust 57, Catalytic Development Company 58 or cooperative joint venture. Renovate and either sell (turn key) or lease them with lease or sale conditions that specify what the community wants.		x	x	see above	see above	
Promote the notion that Margaretville is a year-round destination.	x	x	x			
Piggyback local retail packages and promotions in order to gain name recognition, cross promotion and commerce opportunities for vendors.	x	x	x	to be determined	Private Sector Businesses	

REVITALIZING COMMERCIAL ACTIVITY	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Network with Chambers of Commerce throughout the Catskills to determine the status and condition of the regional marketing campaign.		x		No cost		Margaretville Village Board (Village) Central Catskill of Commerce (CCCC) The MARK Group (MARK) Catskill Center for Conservation and Development (CCCD) as administrators of area Smart Growth funds
Ask for technical assistance from the I Love New York Tourism Department of the New York State Department of Economic Development.		x		No cost		
Create regional retail packages that cater to the older traveler profile.	x	x	x	to be determined	Private Sector Businesses	
Support and promote the Central Catskill Chamber of Commerce.	x	x	x			
Position Margaretville to lead the way in making the central Catskills a tourism hub.	x	x	x			
Identify common ground with neighboring communities on the Routes 28 and 30 corridors and discuss collaborating on regional projects, such as tourism development.	x	x	x	No cost		
Arrange community exchange days with other Catskill communities	x	x	x	No cost		
Working with other Route 28 and 30 Communities, obtain Scenic Route designation for Routes 28 and 30 in the Margaretville area.	x	x	x	$20,000 initial	Planning funds from Rural Preservation Companies Program, Private Foundations, DOS Planning Grant, Catskills Watershed Corporation, Smart Growth Funding	
Work cooperatively with the Town of Middletown to address sprawl on Route 28	x	x	x	No cost		
Develop a plan that builds on the strength of both the Village and Route 28 and that identifies what businesses are best for each location and are complementary rather than competitive.	x	x	x	No cost		

REVITALIZING COMMERCIAL ACTIVITY	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Boldly design an appealing entryway to the Village.	x	x	x	$30,000	New York State Department of Transportation, Member Item Funding, Department of State Waterfront Planning, Small Cities Planning Funds, Main Street Revitalization, Smart Growth, Etc.	Margaretville Village Board (Village) Central Catskill Chamber of Commerce (CCCC) The MARK Group (MARK) Catskill Center for Conservation and Development (CCCD) as administrators of area Smart Growth funds
Advocate for design guidelines for both the Route 28 and the Village.	x	x	x	No cost		
Work with Town to tackle the difficult land use, signage and landscaping issues surrounding the Route 28 corridor leading from Arkville to Margaretville.	x	x	x	No cost		
Explore annexation of part of the Route 28 strip into the Village in order to better zone or plan this area or developing a shared land use plan with the Town of Middletown.	x			$30,000/one time	New York State Comptrollers Shared Services Funding, Private Foundation, Catskill Watershed, Catskill Center	

DRIVING THE INNOVATIVE AND CREATIVE ECONOMY	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Position Margaretville as the Region's Vanguard in Entertainment.	x	x	x			The Open Eye Theater The Roxbury Arts Group GMCC CCCD
Gather information about what is already happening in the innovative and creative economy. For example, the Open Eye Theater Arts Assessment Project should be followed up with an art and cultural marketing and promotion collaborative network.	x	x		$5,000 initial assessment and $5,000/year	New York State Council on the Arts General Operating Support	
Utilize the Open Eye and Galli-Curci Theaters as the arts and culture anchors for downtown Margaretville and to enhance Margaretville's growing image as a center for the arts.	x	x	x	no cost	Customer and Local venue support	
Encourage a variety of cultural events and activities that coincide with businesses and restaurants open hours.	x	x	x	$25,000/year and increase each year	PATRONIZE and provide operating support for Arts Organizations from Local Towns Budgets and from General Operating Support through New York State Council on the Arts	
Promote the new Margaretville Park Pavilion as a location for destination weddings, cultural activities, design tourism, and arts programming.	x	x	x	no cost		
Promote retail businesses that are arts and culture-related and can provide a studio of "live-work" artist space in conjunction with retail space. Zoning changes can include allowable uses for second and third floor mixed uses, promoting residential and commercial mixed use in the business and industrial districts either as allowed uses or secondary uses.	x	x	x	no cost		
Perform a gap analysis on recent market studies for creative economy venues and authorize a travel and tourism survey of the central Catskills if the process finds the studies lacking.	x	x		no cost		

DRIVING THE INNOVATIVE AND CREATIVE ECONOMY	**Short Term**	**Mid Term**	**Long Term**	**Estimated Cost**	**Funding Sources**	**Responsible Parties**
Determine current major destinations and the activities, duration and expenditures of the traveling tourists who visit within 50 miles of Margaretville.	x	x		$30,000 one time	New York State Department of Economic Development, Catskill Watershed Corporation, Private Foundations, Private Businesses	The Open Eye Theater The Roxbury Arts Group GMCC CCCD
Take advantage of the workshops and roundtables offered by Parks & Trails New York and the New York State Canal Corporation on marketing the Canal way Trail to bicycle tourists.	x	x		$1,000/per year	Local Community	
Tap into the wealth of brain power residing in the Margaretville area.	x	x	x			GMCC MARK Groups of interested citizens mobilized by the Margaretville Village Board (mobilized citizens)
Conduct a Social Capital inventory of the Margaretville area.	x	x	x	no cost		
Utilize a semi-formal form of periodic community conversations to get residents who comprise the social capital network talking and working towards implementing the Comprehensive Plan, including a focus on the innovative and creative economy concepts. Use the Catskill Mountain News as a forum for the exchange of ideas.	x	x	x	no cost		
Promote the New York City-Margaretville connection.	x	x	x	no cost		
Encourage collaborations such as the grassroots initiative that built the Margaretville Park Pavilion with Parsons The New School for Design. Encourage and welcome local, ad hoc undertakings such as the Citizens' Initiative for Community Spaces that give a forum for weekenders and part-timers to invest in Margaretville.	x	x	x	no cost		
Sponsor week-end socials, entrepreneur investment clubs or retreats for part-time residents to explore investment and business opportunities in Margaretville.	x	x	x	no cost		

DRIVING THE INNOVATIVE AND CREATIVE ECONOMY	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Let entrepreneurs know that support exists locally (financing, technical assistance, back office support, etc.) to enable them to capitalize upon new business ventures that utilize new and emerging technologies to compete globally.	x	x	x	no cost		
Work to bridge the gap between Margaretville's native residents and more recent arrivals.	x	x	x	no cost		
Improve all aspects of Margaretville's web presence, including links to other regional web sites	x			$5,000 one time	Local Community	
Encourage the development of locally made and marketed products, books, etc. by providing financial incentives, subsidized space and workrooms, and back office support.	x	x	x	$30,000/year	Office of Small Cities, Microenterprise Support, USDA, Private Foundations for start up, the operate as cooperative.	
Participate in the regional branding, marketing and promotion of Catskill "made" products and showcase the products locally.	x	x	x	to be determined	Collaborative Funding through partnership	
Promote Margaretville as a "well-being" vacation or recreational destination for holistic and natural therapies.	x	x	x	to be determined	Collaborative Funding through partnership	

GENERATING JOBS	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Encourage entrepreneurship from people who live and visit the region.	x	x	x	no cost		Village GMCC M-ARK
Support entrepreneurial efforts as stand alone businesses and as models for others of small business.	x	x	x	see revitalizing commercial activity		
Encourage a business climate in the community where Living Wage standards[83], green construction guidelines, and sustainable business practices that generate jobs are welcomed.[22]	x	x	x	to be determined	see revitalizing commercial activity	
Engage in activities that promote an emigration of young people to the area	x	x	x			Margaretville Central School (MCS) Rotary Club
Establish a community higher education scholarship program that underwrites the cost of college with the caveat that graduating college students return to the community to work.		x	x	$250,000 initial capitalization	Local Capital Campaign and Private Foundation Support	
Set up a tracking program where the top ten students from the most recent ten graduating classes are followed and provided with technical assistance, training and capital to establish businesses in Margaretville.		x	x	$5,000/year	Local Capital Campaign and Private Foundation Support	
Join regional and statewide efforts already underway (see Best Practices cameo) to stabilize or reverse the brain-drain trend.	x	x	x	to be determined		

ENHANCING COMMUNITY HOUSING	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Preserve and expand the housing stock in the Village	x	x	x	$10,000,000	US. Department of Housing & Urban Development, USDA Rural Development, New York State Unified Funding Programs	Village Margaretville Village Planning Board (Planning Board) M-ARK
Conduct a line by line review of the land use laws to determine whether they are consistent with the objective of the Comprehensive Plan to promote the development and use of residential districts primarily for housing and business districts upper stories for housing.	x			no cost		
If and when public funds are used to rehabilitate or renovate subsidized housing, place restrictive covenants on properties to restrict or prohibit commercial and retail uses.	x	x	x	no cost		
Develop a community housing strategy that protects the Village from the ill effects of gentrification	x	x	x	no cost		
Support M-ARK Project's implementation of its strategic plan which calls for "a multi-pronged approach to addressing community housing needs." This comprehensive approach including first time homebuyer assistance, development of new affordable units (rental and owner units) and the preservation of existing units.[9]	x	x	x	to be determined	see above sources	
Establish a local housing/land trust and foundation that can serve as a focal point for capital contributions and funding for an affordable housing campaign for the Village. Use restrictive covenants in the event of sale to maintain and perpetuate housing stock on residential streets in the Village.		x	x	$100,000 initial capital	US. Department of Housing & Urban Development, USDA Rural Development, New York State Unified Funding Programs	
Keep property taxes at a reasonable level with no higher than a 3-5% annual increase. Consider a homesteading exemption or “Star” Program-like sliding scale, income sensitive program to provide tax relief.	x	x	x	to be determined	Village of Margaretville	

BENCHMARKING CULTURAL AND HISTORICAL RESOURCES	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Protect, renovate and preserve historic buildings and structures.	x	x	x	$1,000,000 initial capital fund	US Department of Housing and Urban Development, USDA Rural Development, NYS Division of Housing and Community Renewal, Environmental Protection Fund, Restore, New York, Private Foundation Programs, DOS Waterfront Revitalization Programs	Village M-ARK
Conduct a historic resources and cultural survey of the village		x		$15,000	NYS Council on the Arts, Preservation League of NYS	Town of Middletown Historical Society (TMHS) Fairview Library Village
Support the efforts of the Historic Society of the Town of Middletown.	x	x	x	no cost		
Establish a History Center and encourage the siting of such a facility within the Village and to co-locate with another arts facility if possible in order to maintain hours of coverage during high tourist season.[23]	x	x	x	$100,000 capital investment	NYS Environmental Protection Fund, Transportation Enhancement Funding NYS DOT, DOS Waterfront Revitalization Funding, Private Foundation, Capital Campaign	
Showcase local heritage, traditions and customs by expanding festivals and local events by adding dimensional activities that blend recreational, cultural, and historic events and activities.	x	x	x	$10,000/year	Community Funding	TMHS GMCC
Encourage commerce by holding festivals and local events during the seasons immediately before and after the peak tourist season. Utilize the railroad and other similar local assets to advantage through coordination of events at multiple venues during a festival or event.	x	x	x	see above	see above	

PROMOTING RECREATION:	**Short Term**	**Mid Term**	**Long Term**	**Estimated Cost**	**Funding Sources**	**Responsible Parties**
Develop recreational assets as lifestyle amenities for both residents and visitors	x	x	x	to be determined	to be determined	Village and mobilized citizens We also recommend the Village form a Parks and Recreation Committee
Re-examine the Village of Margaretville Revitalization and Recreational Use Plan[8] .	x					
Maintain the restrooms and keep them open during activities and the busy tourist season. Consider creating a "Friends of the Margaretville Park" organization that stewards the restrooms and other park amenities.	x	x	x	to be determined	Community Funding	
Promote the development of indoor and outdoor recreational facilities that advance a healthy lifestyle.	x	x	x	to be determined	Environmental Protection Funding, Small Cities, USDA Community Facilities, Private Sources	
Work with the New York State Department of Environmental Conservation and the New York City Department of Environmental Protection to promote recreational access to public lands.	x	x	x	no cost		
Work with the New York State Department of Environmental Conservation (and DOT) to promote interpretive and directional signage, brochures and maps that help residents and visitors take advantage of the public lands and recreational facilities that exist around Margaretville.	x	x	x	no cost		
Determine DEC's long range plans (UMP) for public lands surrounding Margaretville and participate in the public planning process.	x	x	x	no cost		
Identify, enhance and place signage for public fishing access. Promote these locations for fishing and birding.	x	x	x	no cost		

PROTECTING NATURAL RESOURCES	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Advocate protecting and preserving Margaretville's setting and sense of place.	x	x	x	no cost		Village
Conduct inter-municipal planning with the Town of Middletown and the Village of Fleischmanns to plan for the boundary areas surrounding the Village.	x	x	x	$25,000/year for three years	Catskill Watershed Corporation, Catskill Center, New York State Department of State, Office of the State Comptroller, Private Foundations, etc.	
Actively participate in the Town of Middletown Comprehensive Planning program.	x	x	x	no cost		
Identify important view sheds that are essential to the scenic quality of the Village. Determine if there are any concerns, interests or issues associated with keeping them preserved and protected.	x	x	x	no cost		
Actively participate in the Coalition of Watershed Towns in order to advocate and promote an agenda that addresses flood mitigation.[26]	x	x	x	no cost		
Capitalize on the recent agreement between NYC DEP and NYS DEC that provides recreational access to city owned lands by understanding the terms of the agreement, identifying included parcels and promoting their use and enjoyment by citizens and visitors.	x	x	x	no cost		
Develop a Green Infrastructure* Plan.	x			$30,000/one time	New York State Department of Transportation, Member Item Funding, Department of State Waterfront Planning, Small Cities Planning Funds, Main Street Revitalization, Smart Growth, Preserve NY, Etc.	
Begin a regional effort to interconnect the system with other trail systems outside the Village.	x	x	x	see above	See above plus local capital campaign	
Institute an ongoing tree planting program to provide shade in summer and to support a pedestrian friendly environment.	x	x	x	$15,000 one time minimum	Urban Forestry Grants (DEC)	

PROTECTING NATURAL RESOURCES	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Enshrine the river as a recreational selling point and an important business asset.	x	x	x			Village
Encourage a long-term program of river stewardship.[20]	x	x	x	to be determined		
Invest in the river improvements using life-cycle costing approaches, alternative technologies, hazard mitigation, natural materials, scale and texture appropriate and sensitive to this important aesthetic Village resource. Address the seasonal/periodic flooding in a visually sensitive manner.	x	x	x	to be determined	Federal and State Hazard Mitigation Funding (FEMA/SEMO)	
Tie together storm water management approaches to green infrastructure planning.	x	x	x	to be determined	This will vary depending upon scope of project	
Follow through on the Margaretville Binnekill Bulkhead project funded by FEMA, WAP and the Village of Margaretville that is currently in the development of final plans. Ensure that the project design blends well with the built and natural surroundings.[62]	x			no cost		
Monitor the East Branch Delaware River Demonstration Project funded by the NYCDEP and NYSDEC to determine whether the three rock vane structures with rock toe protection actually minimize sedimentation and enhance riparian buffers. Determine whether the natural flora overtake these structures and camouflage them, returning the river environment to a natural vista.[62]	x			no cost		
Implement the recommendations of the 2003 Storm water Infrastructure Inventory Report.	x	x	x	to be determined	This will vary depending upon scope of each project in the plan recommendations	

SMARTER GROWTH AND LAND USE	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Evaluate the Village's land use laws and adapt them to correspond with the recommendations of this plan.	x			$15,000 one time	New York State Department of State Waterfront Planning, Smart Growth, Office of Small Cities, Catskill Watershed Corporation, Private and Public funding	Village and Planning Board In conjunction with the Delaware County Planning Department
Consider a dramatic and progressive approach that embraces a new paradigm – a form-based code also known as a "visual zoning ordinance" for at least the commercial district of the Village Zoning ordinance.		x		$30,000 one time	New York State Department of State Waterfront Planning, Smart Growth, Office of Small Cities, Catskill Watershed Corporation, Private and Public funding	
Adopt subdivision regulations and ensure that the regulations in the process of being written by the Village are consistent in philosophy to the goals, recommendations and mission outlined in the Comprehensive Plan.	x			no cost	Delaware County Planning Office should be able to provide	
Conduct a review of the standards, guidelines and operating procedures utilized by the CEO, PB and ZBA and recommend tools and techniques, technology and training to the CEO, PB and ZBA to promote consistency between the Comprehensive Plan, land use laws and decision-making.[64]	x			$7,500	New York State Department of State Waterfront Planning, Smart Growth, Office of Small Cities, Catskill Watershed Corporation, Private and Public funding	
Draft forms and other materials for the village to provide administrative guidance to the Planning and Zoning Board and CEO on the interpretation and implementation of the land use laws for use in project review.[64]	x			$2,500	New York State Department of State Waterfront Planning, Smart Growth, Office of Small Cities, Catskill Watershed Corporation, Private and Public funding	
Factor in the presence of an Agricultural District within and adjacent to the Village boundary in the land use design, review procedures and deliberations, including project review and permitting of specific projects in the Village. In doing so, comply with "Article 25-AA of the Agriculture and Markets Law and the Delaware County Agricultural and Farmland Protection Plan.	x			no cost	Delaware County Planning Office should be able to provide	

SMARTER GROWTH AND LAND USE	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Encourage the participation of all interested groups in the community and invite them to the table throughout the planning and decision-making processes (such as Comprehensive Plan, Local Laws, and Individual Project Review). 64	x	x	x	no cost		Village and Planning Board In conjunction with the Delaware County Planning Department
Equitable Representation in Decision Making Bodies. The membership of the governing bodies of the decision making authorities represents a well balanced mix of the entire community and not JUST the builders, developers, contracts and real estate interests in the community. The process is not dominated by one or a few interest groups.[64]	x	x	x	no cost		
Citizen Planners Make Consistent Project Review Decisions Based Upon Standards and Guidelines.	x	x	x	no cost		
Science is considered equally important in project review for a single family dwelling as it is for a large subdivision or commercial project and the community recognizes cumulative impacts from single projects over time.[64]	x	x	x	no cost		
Enforcement is taken seriously by the local government and by the community. Fines are set at levels that create realistic deterrents and punitive considerations and do not represent values that reflect a cost of doing business.[64]	x	x	x	$5,000/year	Village of Margaretville Taxpayers	

SMARTER GROWTH AND LAND USE	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
The development and updating of comprehensive plans, ordinances and laws, as well as the land use decision making process, is conducted in an institutional environment supportive of good planning. Resources are adequate and information is up to date to provide volunteers, citizen planners and local staff with the information they need to make decisions in the public interest. Regular and specialized training is provided. Emphasis is placed on periodic reevaluation on a regular schedule with input from the community at large.[64]	x	x	x	to be determined	to be determined at some future date	Village and Planning Board In conjunction with the Delaware County Planning Department
The comprehensive plan is periodically updated on a regular schedule through the involvement of the community. The community advocates for the updating process and regularly reconciles progress on the planning program and evaluates the accuracy of the program's implementation to the vision and goals' statements. The community acts as the advocate and watchdog for the process.[64]	x	x	x	to be determined	to be determined at some future date	
As part a comprehensive signage strategy for the Village, overhaul the sign ordinance, supporting design standards and offering practical relief to Main Street retailers and local promoters of special events:	x			$5,000/one time	New York State Department of State Waterfront Planning, Smart Growth, Office of Small Cities, Catskill Watershed Corporation, Private and Public funding	
Adopt a local law restricting or prohibiting installation of outdoor wood boilers that do not meet specific air quality standards.	x	x		no cost	Delaware County Planning Office should be able to provide	
In order to increase the physical development space in the village, evaluate whether transfer of development rights or annexation are options for the Village in order to increase the amount of land in the Village.	x	x		$7,500	New York State Office of the State Comptroller and New York State Department of State	

BUILDING COMMUNITY CHARACTER	**Short Term**	**Mid Term**	**Long Term**	**Estimated Cost**	**Funding Sources**	**Responsible Parties**
Entranceways to the Village should be cleaned up, regularly maintained and significantly improved, making a strong, positive and clear impression that one is entering the Village.	x	x		$200,000 capital expense	Transportation Enhancement funding DOT, Environmental Protection Funding, NYS Council on the Arts, Restore, New York, Main Street Revitalization Funding	Village GMCC Mobilized citizens
Routinely monitor and maintain streets, riverbeds, sidewalks, entranceways and right of ways.	x	x	x	no cost		
Encourage Restaurants and Bars to provide designated smoking areas behind, rather in front of their properties.	x	x	x	no cost		
Clean up Village owned properties and screen them from public roadways. Plant trees and shrubs immediately. If more money is available, buy bigger trees!	x	x	x	$15,000 one time	Urban Forestry Program (DEC)	

ENHANCED TRANSPORTATION AND CIRCULATION	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Evaluate New York State's short and long term capital plans for the Route 28 Bridge. Advocate and work with DOT for its replacement, design and install landscaping and appropriate amenities (trees, sidewalks, lighting, curbs, handrails, benches, etc.) on the access and egress points to the new bridge.	x	x	x	no cost		Village (in conjunction with) County Planning Town of Middletown (Town) NYS DOT CCCD (for anything involving pedestrian and bike trails)
The footbridge over the Binnekill requires upkeep or replacement to maintain Margaretville's walkability for residents and tourists alike. Consider other footbridges across the Binnekill connecting the eastern end of Main Street with the Park, and connecting the Village Parking Lot with the River Walk.	x	x	x	to be determined	NYS DOT Transportation Enhancement Program, Preserve New York Grants	
Develop a "Complete Streets"[65] Plan for Margaretville	x	x	x	$50,000 one time	NYS DOT Transportation Enhancement Program	
Consult with Walkable Communities Program of the Smart Growth Network and NYS DOT to see what improvements can be made to Main Street and other areas of Margaretville to increase pedestrian safety and access. Utilize the exemplars provided by Walkable Communities at their web site to comparatively analyze Margaretville's streets and help determine the nature of improvements needed.[77]		x		no cost		
Consider relocating traffic light on Main Street so that footing does not obstruct sidewalk.		x		to be determined	Village of Margaretville and NYS DOT	
At the intersection of Bridge Street (Route 30) and Main Street, consult with NYS DOT to improve pedestrian safety at the crosswalk and traffic light, perhaps through a "Barne Dance".	x	x		no cost		

ENHANCED TRANSPORTATION AND CIRCULATION	**Short Term**	**Mid Term**	**Long Term**	**Estimated Cost**	**Funding Sources**	**Responsible Parties**
Ensure that pedestrians can walk point to point from Margaretville Community Hospital to, for example, Margaretville Central School or Post Office.[35]		x	x	to be determined	Environmental Protection Fund, Small Cities, NYS DOT	Village (in conjunction with) County Planning Town of Middletown (Town) NYS DOT CCCD (for anything involving pedestrian and bike trails)
Design and develop a pedestrian and biking trail between Margaretville and Arkville.		x	x	to be determined	Environmental Protection Fund, Small Cities, NYS DOT	
Create a connection with the proposed Community Center and Pool and the Water Discovery Center as a loop route.		x	x	to be determined	Environmental Protection Fund, Small Cities, NYS DOT	
Resolve the safety problems with truck usage of the Route 28 Bridge. Go back to the table with NYSDOT and bring the legislative delegation to the table. Evaluate what are the mitigating factors that will allow NYSDOT to say yes to alternative routes so that trucks can avoid using the Route 28 Bridge. Address safety concerns of the Village entrance at Bridge Street and Routes 28 and 30.	x	x		no cost		
Organize a community transportation task force whose interest is to investigate improvements in transportation services for Margaretville.	x	x		no cost		
Re-evaluate the Village cost-sharing policy for sidewalks to determine whether it hinders or helps efforts to present the community's public appearance as neat, caring, safe and clean.	x	x		no cost		
Evaluate capital planning for sidewalk repair and replacement and determine how to arrange sidewalk replacement so that schedules can align and use identical materials and construction methods.[35]	x	x		no cost		

SUPPORTIVE WATER AND WASTEWATER SYSTEMS	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Increase capacity at the Wastewater Treatment Plant.[80]	x			to be determined	NYC DEP	Village working with DEP
Develop an understanding that wastewater management is related to water consumption and conservation, storm water and water quality. Adopt a Village-wide water conservation program	x			$200,000. one time expense for 1,000 households	NYC DEP	
Develop an enforcement program that specifies regular and periodic on-site inspections for sump pump activity.	x			$10,000/year	NYC DEP	
Support DEP's efforts to continue to make capital improvements to the collection system, service connections and treatment plant.	x			no cost		
Obtain easements to add on unsewered properties within the Village.	x			$10,000	NYC DEP	
Develop a storm water plan to mitigate infiltration into basements.	x			$20,000 one time	New York State DEC, Environmental Protection Agency, Catskills Watershed Corporation, NYC DEP, etc.	
Continue to make improvements to the Village Water System.	x	x	x			Village
Repair or replace distribution system and storage reservoir.		x		to be determined	USDA Rural Development, Environmental Facilities Corporation, Small Cities Program	
Make improvements with energy efficiency and water conservation in mind.		x		to be determined	USDA Rural Development, Environmental Facilities Corporation, Small Cities Program	
Implement recommendations identified by The Village of Margaretville Source Water Protection Plan.		x		to be determined	USDA Rural Development, Environmental Facilities Corporation, Small Cities Program	

ENERGY EFFICIENT UTILITIES	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Evaluate downtown lighting and determine whether existing lighting would be more appropriately replaced with fixtures that complement the architectural character and scale of Main Street.[8]		x		no cost		Village GMCC Mobilized citizens
The Village should participate in the Green Communities Technology Service provided by Yellow Wood Associates in St. Albans, Vermont (www.yellowwood.org) in order to evaluate its management and operation of its capital assets in the most energy efficient manner.		x		$7,500 one time	Village of Margaretville	
Continue to participate in the Margaretville Energy Smart Partnership sponsored by the Village and the Chamber.[28]	x	x	x	no cost		
Support the development of the commercial and residential database to track energy costs and effectiveness.	x	x	x	no cost		
Promote business participation in the partnership's Energy Savings Analysis and NYSERDA low interest loan program.	x	x	x	no cost		
Monitor the progress of the partnership and ensure that the partnership's work is promoted throughout the community.	x	x	x	no cost		
Consider ways that the Village can develop its energy-independence by creating its own off-grid sources of renewable energy.	x	x	x	to be determined	to be determined based upon the scope of a project	

ADVANCING COMMUNICATION	**Short Term**	**Mid Term**	**Long Term**	**Estimated Cost**	**Funding Sources**	**Responsible Parties**
Discuss with Margaretville Telephone Company the options of a joint venture cell phone service.	x			no cost		Village Margaretville Telephone Company Town of Middletown
If the Margaretville Telephone Company is not interested, evaluate the options of establishing a cooperative or private cell phone service. Discuss with the telephone company potential partnerships focused on telecommunications upgrades that capitalize upon transitioning			x	to be determined	Rural Electrification Administration or a Cooperative Joint Venture with Private Investors	
Negotiate with MTC or another vendor, the installation of public telephone(s) at key locations on Main Street as a temporary measure in lieu of cell phone service.	x			no cost		
Evaluate "open access" systems where network infrastructure is owned and operated independently from the service provider (much like electricity). 38			x	no cost		

IMPROVED FACILITIES	**Short Term**	**Mid Term**	**Long Term**	**Estimated Cost**	**Funding Sources**	**Responsible Parties**
Take a thorough inventory of each public space in the Village. Determine whether outdoor spaces promote pedestrian gathering, sitting and other passive activities that encourage residents and tourists to linger downtown.	x	x		no cost		The Village We also recommend the Village form a Parks and Recreation Committee
Encourage public art and monuments to honor and adorn these spaces.		x		$20,000 per year	Create and see a local capital fund for this specific purposes	
Determine whether there is sufficient indoor public space to accommodate various sized community functions.	x			no cost		
Keep public restrooms open in the park daily during activities and busy tourist seasons. Keep them maintained and clean. Sponsor a "Friends of the Park" group to help with such efforts.	x	x	x	see entry in other section		
The Gottfried Building might benefit from the development of a long term schedule of capital improvements and maintenance so that the Village can set aside a capital budget from the rental income to offset the cost of capital improvements anticipated at specific time periods. [46]	x			no cost		
Encourage community groups to help improve public spaces.	x	x	x	to be determined	To be determined based upon public space.	
Promote the new Margaretville Village Park Pavilion as a facility for public gatherings, private events, cultural functions, and other uses.	x	x	x	see entry in other section		
Continue revitalization and beautification efforts in the Village Park, including efforts to better showcase the watercourses that uniquely define the Village.	x	x	x	to be determined	NYS Environmental Protection Fund and others	

IMPROVED FACILITIES	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Make a determination of the health care needs of the Margaretville area.	x	x	x			Margaretville Memorial Hospital (MMH) (in conjunction with) Village
Work with area health care providers and the Delaware County Rural Health Alliance to develop the range of services to meet the identified needs.	x	x	x	to be determined	U.S. Dept of Health and Human Services, New York State Dept. of Health, NYS Health Foundation, etc.	
Cooperate with the hospital and other providers to support specialty clinics.	x	x	x	to be determined	U.S. Dept of Health and Human Services, New York State Dept. of Health, NYS Health Foundation, etc.	Margaretville Memorial Hospital (MMH) (in conjunction with) Village
Recruit and retain health care clinical staff. 87	x	x	x	to be determined		
Create a task force to evaluate the possibilities of shortages of fire and emergency personnel for volunteer squads. 87		x		no cost		
Work with area health care and housing providers to evaluate whether there is sufficient continuum of care housing and support services for seniors who require independent or assisted living, nursing or home care as they age in place.		x		no cost		
Once a needs assessment has been conducted, develop a strategy to build facilities and programs adjacent or nearby existing health care facilities.			x	to be determined	Federal and State Loan guarantees and very limited sources of assisted housing funding will change from time to time.	

RESPONSIVE SERVICES	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Based on the County Emergency Management Plan, Prepare an Emergency Management Plan for the Village	x	x		no cost	Delaware County should provide this service for the Village	Village MMH Fire Department (in conjunction with) County Emergency Management
Work with surrounding communities to increase law enforcement through a stronger police presence in and around the Village.	x	x	x	no cost	New York State Police should provide this service for the Village and surrounding Townships	Village Town Village of Fleischmanns
Actively assist the fire department and other volunteer based public services, such as EMS to recruit and train members.	x	x	x	to be determined	Community Support	Village Town MMH Fire Department
Ensure that the Public Library has the funding it needs to provide expanded services and programs, including linking the community to other resources and programs through the regional library system.	x	x	x	to be determined	Annual Contribution through the Village Budget	Village Town Fairview Library
Evaluate the comparative benefit of regional Community Trusts in lieu of establishing a local Community Foundation.		x		no cost		M-ARK

***Potential funding sources change over time. These suggestions are subject to change. Sources of federal, state, regional and private funding resources are subject to change and require verification.**

****Costs are preliminary and should be verified before procurement or bidding.**

Main Street Revitalization Resources

Efforts by the community should be fueled by further study. The following resources are provided:

Fannie Mae Foundation, September, 2004. Revitalizing Commerce for American Cities: A Practitioner's Guide to Urban Main Street Programs by Karl F. Seidman. Available on the web at: http://www.fanniemaefoundation.org/programs/pdf/101504_seidman.pdf

University of Wisconsin Extension, **Center for Community and Economic Development**
This web site is "designed to help local business leaders, entrepreneurs, developers, and economic development professionals understand the changing marketplace and identify business and real estate development opportunities that are both realistic and sensible for the downtowns in their communities."
http://www.uwex.edu/ces/cced/downtowns/

A particularly interesting section of the website provides a "web based clearinghouse" of specific best practices, business models for downtown expansion and recruitment. Examples of the kinds of businesses that can be located in downtowns are provided in a searchable database.
http://www.uwex.edu/ces/cced/downtowns/innovative/ [51]

The US Department of Agriculture, National Agricultural Library, Rural Information Service, located at http://ric.nal.usda.gov/ has a comprehensive list of resources for Community Development and all its related areas. Downtown revitalization has an entire section along with some limited case studies, best practices and model programs with links provided.
http://www.nal.usda.gov/ric/ricpubs/downtown.html.[52]

The Center for Rural Pennsylvania, http://www.ruralpa.org/ and Cornell University's CARDI Toolbox Website are also useful sites to visit.
http://www.cdtoolbox.net/mainstreet_downtown_revitalization/000367.html

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